COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

MARCH/APRIL 2008

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

JMIS: Building the Enterprise

Recipe for: Successful JMIS Transition

10 Combatant Commands
1 Defense Intelligence Agency
1 JIC/JAC MIP Implementation Study
24 Command Visits
1 DIA Defense Intelligence Enterprise Manager
52 VTCs
1 DIA-Command Executive Board
4,000 Billets
2 Billion Dollars
2 Phases

Combine collaboration, hard work, flexibility and attention to detail to ensure a smooth transition for command J2 civilians into DIA. The end result will be an agile defense intelligence enterprise that improves interoperability, intelligence analysis and operations.

Serves: The Nation

Interviews with

Sharon A. Houy
Associate Deputy Director

and

Bill "Rod" Moore
Associate Director of Intelligence, CENTCOM

PLUS...

- Performance Management: The Heart of DCIPS
- Improving Analytic Quality
- Equal Opportunity for the Enterprise
- Bringing 'IT' All Together

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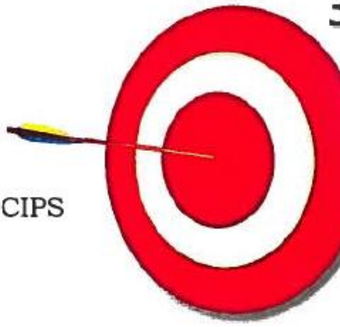

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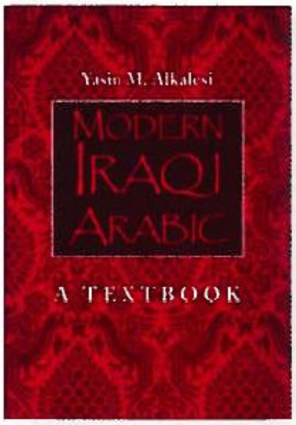

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A Defense Intelligence Agency Publication

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Article Submission Deadlines

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Performance Management: THE HEART OF DCIPS

By Melissa G. Daston, HC

Like the rest of the intelligence community (IC), DIA's mission has expanded in scope, our work force has changed in size and location, and these trends are only expected to continue. Today a results-oriented work force possessing diverse global perspectives and a broad range of skills and capabilities is required to respond to modern threats. How to attract and retain a global work force that is rewardedbased on performance and results is the IC's human capital challenge.

The solution to this challenge is to develop a performance-based management system that promotes an organizational culture that rewards results with appropriate pay increases and bonuses. The tool is the Defense Civilian Intelligence Personnel System, or DCIPS. DCIPS is comprised of five parts, which are being rolled out individually during the next several years:

Part 1: Develop competency-based position descriptions.

Part 2: Replace the GG system with pay bands.

Part 3: Enhance DIA's performance management process.

Part 4: Enhance DIA's career management process.

Part 5: Award salary increases and bonuses based on performance.

Let's take a closer look at Part 3, the enhanced performance management system under DCIPS.

Performance Management Enhancements under DCIPS

- Replaces the 30-point scale with the 5-point rating scale.
- Creates a performance review authority that validates and ensures consistent ratings across the agency and directorate.

Pay-for-Performance 101

The heart of DCIPS is performance management. Your performance and how you contribute to results will directly affect your pay. Because salary increases and bonuses are based on your performance and organizational results, DCIPS enhances DIA's current performance management system in several ways. It ties your salary increases and bonuses to performance; aligns your goals with agency and IC goals; and clearly identifies what's expected of you. These enhancements aren't unique to DIA, they are consistent across the IC.

The "What" and "How" of Pay-for-Performance

To clearly understand what your expectations or objectives are, you and your manager/supervisor must develop a

plan that contains performance objectives aligning with agency objectives. Your objectives must be "SMART":

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imely or time-bound

These objectives are directly related to your current job, which is how DIA does appraisals today.

In addition to what you must accomplish, you will also receive six criteria, or performance elements, describing how you're expected to meet your objectives. These elements are accountability for results, communication, critical thinking, engagement and collaboration, personal leadership and integrity, and technical expertise.

The competencies and behaviors for each of the six elements are predefined for every employee at DIA, and are based on your work level — entry, full performance, senior or expert. As you and your supervisor move throughout the performance cycle, midway through you must asses where you are on the "what and how" of your results. This is the time to identify areas in which you're excelling and areas you need to improve.

At the end of the performance cycle you will evaluate your own performance objectives. Your supervisor will evaluate your results — the what — and rate each performance element, or how you achieved those objectives. This rating will determine any salary increase and bonus. Successful performance management is an investment of time and effort that will require teamwork and a commitment to planning, monitoring and managing your performance.

DCIPS Performance Management Timing

The DCIPS performance management cycle will begin May 1. In order to do this, the current cycle must be extended as follows:

- Performance appraisals, DIA-wide, are extended to April 30.
- All performance appraisals must be completed and received by the Directorate for Human Capital (HC) no later than May 30.
- The bonus board results will be released in July.

Extending the current cycle eliminates the need for a special short cycle until DCIPS is implemented this fall. The extended period will also allow managers to complete your appraisals on time.

The Defense
Civilian Intelligence
Personnel System

Photo by Dana M. Black, CP

Kathy Key, HC, briefs intelligence personnel at U.S. Special Operations Command on DCIPS. SOCOM J2 civilians will become part of DIA in October under Phase II of the JMIS transition.

Performance Management Training

It's imperative to understand what's expected of you and how your performance contributes to the achievement of DIA's goals. Given that your manager/supervisor is expected to make a more critical view of your work and provide you with honest and helpful feedback, it's also imperative they receive the necessary training to develop these skills. Examples of upcoming training for managers/supervisors include e-learning courses like Understanding Performance Management for Employees and Understanding Performance Management for Supervisors. In addition, there will be classroom courses like the SMART Objectives Workshop andthe Driving Performance Through Dialogue.

To learn more about DCIPS, please visit the HC JWICS Web page at http://hc.ic.gov/homepage/hc/HSM/DCIPS/dcips.html, or look for the link on the Internal Communications Web page under Important Links.

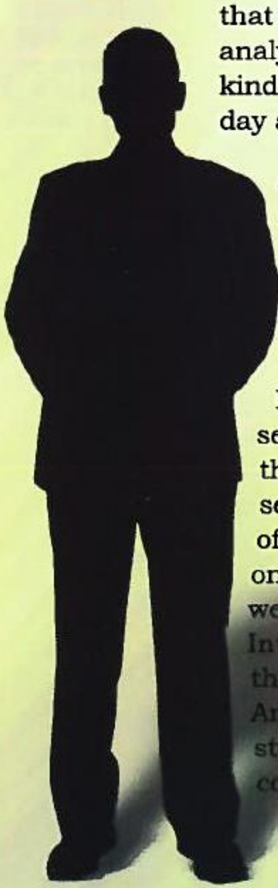
Me and My DI SHADOW

By Karen E. Graulich, DI

Robert Cardillo's shadow for a day, Karen Graulich.

Photo by Alison L. Shearer, DI

In February I had the unique opportunity to "shadow" the deputy director for analysis, Robert Cardillo, for a day. The Directorate for Analysis (DI) Job Shadowing Program is one of a series of initiatives designed to improve communication among DI personnel of all ranks. As the first participant in this innovative program, I can say that shadowing the deputy director for analysis gave me in-depth exposure to the kind of issues he deals with on a typical day at the office.



Trading in my cubicle for the DIAC's 7th floor executive suite was a truly valuable experience. I was afforded the opportunity to sit in on almost all of Cardillo's meetings, including those involving his engagements with other DIA senior leaders and his colleagues in the intelligence community. These sessions reinforced the high degree of collaboration needed to progress on some of the challenging problems we face. As a graduate of Tomorrow's Intelligence Professionals (TIP) and the Defense Intelligence Strategic Analysis Program (DISAP I), where students are exposed to the value of collaboration, it was inspiring to see and hear our senior leaders working to advance collaboration efforts.

Some of the representatives and senior leaders I met were from DI's Joint Intelligence Task Force-Combating Terrorism (JITF-CT), the Department of Homeland Security and a Canadian intelligence service. I sat in on discussions ranging from Cardillo's ongoing duties and responsibilities, to searching for ways to improve deployment management procedures with the Directorate for Mission Services (DA).

One of the benefits of participating in the shadowing program was that I received professional insight and advice for conducting general business. For example, I learned about best practices for establishing and managing contact networks, as well as strategies for e-mail inbox management.

Shadowing Cardillo bolstered my understanding and commitment to DIA's mission, values and professional standards. I would encourage all DI employees to consider applying for the Job Shadowing Program; it's an excellent way to gain insight and interact with DIA senior leaders while they move toward decisions that transform defense intelligence.

Interested personnel should contact Patricia Dablow, DI Initiatives Group program facilitator, via JWICS e-mail at cncawpc@dia.ic.gov.

ON THE MOVE: Basic Intelligence Planning Course Comes to DIA

By Michael Isom, DA

One obstacle facing intelligence planners throughout the Department of Defense (DOD) is the lack of formally trained combat support agency planners. The Directorate for Mission Services Office of Enterprise Operations, Global Readiness Branch (DA/DAE-2A) is addressing this need within DIA by scheduling numerous training sessions and working groups for agency planners. One such course, the Joint Forces Command (JFCOM) Basic Intelligence Planning (BIP) Mobile Training Course, is designed to create a more cohesive community of intelligence planners in DIA.

The course was initially designed for combatant and unified command planners. Instructors from JFCOM took the BIP course and tailored it specifically for DIA planners. The course mission is to "provide students with a basic understanding of the Joint Staff planning process, the guidance documents available to planners, the joint operational planning process, and an overview of the intelligence planning (IP) process." It also explains how intelligence supports the planning process, and more importantly, how intelligence supports the operational plan. The course encourages students to drive intelligence operations, rather than simply react to requirements.

Photo by Mike Isom, DA

January BIP Mobile Training Course for Intelligence Planners participants.

DAE-2A recently hosted a week-long JFCOM BIP Course with students from many directorates. Attendees expressed their appreciation for the opportunity to refine their skills and collaborate with colleagues. DAE-2 will continue to host similar training sessions and working groups for agency planners.

What the Students are Saying

"I would recommend this class to anyone, especially if they plan to continue a career in intelligence."

"I appreciated the advanced level of the course material. It helped that I could immerse myself in the new terminology and concepts of intel planning."

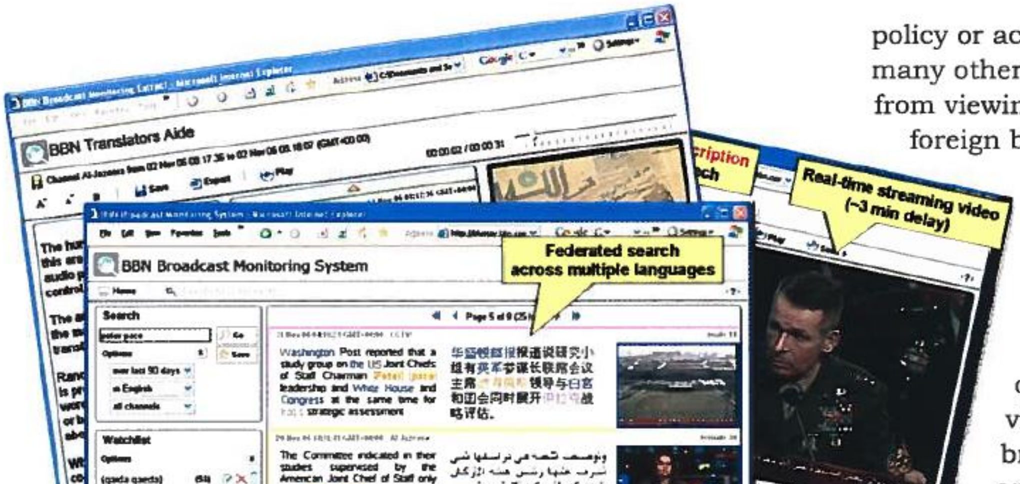
"It was a great idea to have such a variety of participants — everyone brought something to the table."

DAE-2A is leading the effort to educate and coordinate planners within DIA, and, in January, they began coordinating the agency's Joint Planning and Execution Community response to all DOD deliberate plans. Partnering with the Directorate for Intelligence (J2) and Defense Intelligence Operations Coordination Center (DIOCC) planning offices, DAE-2A's approach allows the agency to now present a unified DIA response to IP taskings, as well as providing a one-stop shop for customer queries on plan development and review. If you would like more information regarding DIA planning efforts or upcoming training, please send an e-mail on JWICS to DIA_Plans@dia.ic.gov.

Broadcast Monitoring TOOLS

Open Doors to Other Cultures, Information

By Nicholas A. Bemish, HC


BBN Translators Aide
BBN Broadcast Monitoring System
Federated search across multiple languages
Real-time streaming video (~3 min delay)
Click result to playback segment
LANGUAGE WEAVER

Foreign broadcast media has always had a special interest to the U.S. and specifically the intelligence community (IC) in answering various questions about foreign governments' openly publicized programs and policies. What are the perceptions of other nations toward the U.S., and how are they reporting, or distorting, current events in their countries? How can we shape their cultural perceptions to influence U.S. policy or actions abroad? These and many other questions can be answered from viewing, analyzing and exploiting foreign broadcast news and openly distributed information mediums.

Broadcast monitoring has been around for a long time, notably in the form of listening to the radio and viewing/recording televised broadcasts — transcribing and translating every detail and nuance. Today we're more advanced in our capabilities to exploit the thousands of broadcasts occurring daily across the globe. There are more than 230 countries with free-to-air or cable/satellite television stations broadcasting more than 21,000 channels. That's more than 31 million hours of programming per year.

Technology enables us to record all the media information transmitted, but the daunting task is wading through the information for the most important nuggets usable by intelligence analysts and decision-makers.

DIA intends to capitalize on the use of current technology by employing the state-of-the-art Broadcast Monitoring System (BMS) created by BBN Technologies. BBN has participated in numerous Defense Advanced Research Projects Agency (DARPA) projects over the years and has been instrumental in delivering technologies that have assisted greatly in the Global War on Terror. BMS has been adopted throughout the Department of Defense to capture, exploit and extract useful information from live foreign broadcast media outlets. BMS tools are currently in use at the Central (CENTCOM), Southern and Special Operations commands, as well as many of the deployed force elements in Iraq. CENTCOM, for example, uses the tools extensively to add to its current intelligence products and has seen a considerable production gain to its standing and ad hoc requirements reporting.

The BMS tool suite was built leveraging more than six years of research and development efforts under the Foreign Broadcast Information Service — now known as the Office of the Director of National Intelligence Open Source Center — and more than 20 years of development and research by DARPA. The Web-based system uses current best-of-breed tools developed by numerous U.S. companies and packages them in a mobile, scaleable unit that can capture real-time broadcast streams from satellite or cable. It maintains the information in a fully searchable and retrievable archive, and each channel is configured for a specific language — Modern Standard Arabic, Mandarin Chinese, Spanish or Persian-Iranian (Farsi).

DIA plans to install and use BMS by the end of 2008 for two initial purposes: to help improve language skills and to have foreign broadcasts available to analysts seeking near-real-time information supporting collection and production. This tool will enable personnel to perfect their listening and reading comprehension skills at the DIA Language Learning Lab or at their workstation. The BMS tool could also serve open source intelligence practitioners in exploiting open source media information or broadening their knowledge as subject matter experts on a particular region or country.

The Directorate for Information Management and Chief Information Officer (DS) conducted numerous tests, comparative assessments and evaluations on many of the BMS component capabilities — most recently on the visual search and indexing features offered by other companies' products. These tests explored the ability of similar tools to capture images and retrieve them through user searches. It also evaluated transcription accuracy and its usefulness to the analyst. Test results indicated that certain DIA analysts and specialists have a need for these types of tools. Overall results were mixed, and no product was deemed better than another, but testing demonstrated that the tools were rapidly progressing to meet IC needs.

Photo submitted by HC

A soldier uses the Broadcast Monitoring System at Camp Slayer in Iraq.

Future enhancements to BMS may include increasing the number of foreign language channels for simultaneous viewing or adapting the tool to use Web content from other foreign language channels provided through DIA's subscription to SCOLA, a nonprofit that transmits global television programming in native languages. This will be a significant capability, adding another tool in the expanding DIA language toolbox available to employees.

Post of the Month: U.S. Defense Attaché OFFICE VALLETTA

By the Directorate for Human Intelligence, DH

Post Highlights:

Malta is an island nation located in the Mediterranean Sea, south of Sicily. Malta became a European Union (EU) member in May 2004 and began using the euro as currency in January 2008. The country comprises an archipelago, with inhabitants on only the three largest islands — Malta, Gozo and Comino. Malta covers an area approximately twice the size of Washington, D.C., and has a population of about 400,000 people. There are numerous bays providing good harbors, and shipping and tourism are the major industries. As an island, Malta needs to import all its energy and has very little in the way of natural resources; however, Malta and Tunisia are currently discussing commercial exploitation of the continental shelf between their countries, particularly for oil exploration.

Grand Harbour, Valletta, and Fort Sant'Angelo, where the Knights of Malta had their headquarters and fought off the Turks in the Great Siege of 1565.

Host Country Highlights:

Malta is a country rich in history. For more than 8,000 years, Malta has been populated, and remains of the earliest inhabitants can still be found on the island. The large structures of Neolithic temples are still standing on the islands of Malta and Gozo. Archeologists believe some of these temples are the oldest freestanding monuments in the world, having been erected around 1,000 years before the famous pyramids in Egypt.

Despite its small size, Malta has played a crucial role at a number of points in history. In 1530 Charles V of Spain gave the island to the Knights Hospitallar, later known as the Sovereign Military Order of Malta or Knights of Malta. In exchange, the Knights had to provide the Spanish King with a Maltese falcon every year, which is the origin of a famous movie title. In 1798, while en route to Egypt, Napoleon stopped in Malta and evicted the Knights. At first this was popular; however, when the French started sacking the local churches for silver and gold, the populace rose against them and asked Lord Nelson and the British to assist them in evicting the French. In the aftermath of the Napoleonic Wars, Malta became a part of the British Empire.

During World War II Axis powers completely surrounded Malta and attempted to bomb the island defenders into submission. For the Allies, it was an unsinkable aircraft carrier and submarine base sitting squarely on Germany's supply lines running from Italy to North Africa. In recognition of the Maltese people's great effort and sacrifice, King George VI awarded the entire country the George Cross, which can be seen in the Maltese flag. Malta gained its independence from Great Britain in 1964 and became a republic in 1969. In 1979

MALTA
VALLETTA

Location: Valletta, Malta

Population Size: 400,000

Primary Language: English and Maltese — a Semitic language written in the Latin alphabet — are both official languages.

Basic Greetings: Bongu (Good Morning); L-ghodwa T-tajba (Good Afternoon); Il gurnata t-Tajba (Good Evening), Il-lejla t-Tajba (Good Night).

……

the last British forces left Malta, and in 1980 the country declared its neutrality. In 1989 Malta was the sight of the Bush-Gorbachev summit that marked one of the closing events of the Cold War.

Operational Highlights:

Despite the fact that modern weapons have rendered Malta indefensible from a military stand point, its position as a crossroads in the Mediterranean, its large "flag of convenience" merchant fleet, and its non-aligned status make Malta a worthwhile partner for the United States.

The U.S. Defense Attaché Office (USDAO) in Valletta remains focused on improving its relationships with the Maltese government and the armed forces of Malta (AFM). In the past year close cooperation between USDAO Valetta and the AFM has resulted in the opening of the AFM's Search and Rescue Training Center (SARTC) to train students from across North and West Africa and the Balkans in maritime search and rescue and counternarcotics operations. To date, the AFM, in concert with the USDAO, has trained 25 students from 13 different countries on search and rescue operations. This has directly enhanced each country's ability to monitor and control smuggling of persons, drugs and other illegal activities.

USDAO Valletta also manages an aggressive and effective U.S. security assistance program in Malta. Under this program, students from the AFM and other components of the Maltese government have attended courses in the U.S. and in Europe. Malta and the U.S. recently concluded a Proliferation Security Initiative (PSI) Ship Boarding Agreement. Working with the Office of the Secretary of Defense for Policy, the Defense Threat Reduction Agency and the U.S. Coast Guard, USDAO Valetta organized the first PSI table-top exercise run with a foreign nation.

Due to its easygoing, English-speaking population, low criminal and terrorist threat, and attractive nightlife, Malta is also a very popular port call for the U.S. Navy. USDAO Valletta supports on average 15 U.S. Navy ship visits per year.

March 2007 graduates of the Search and Rescue Training Center.

Photos submitted by DH and U.S. Embassy Malta

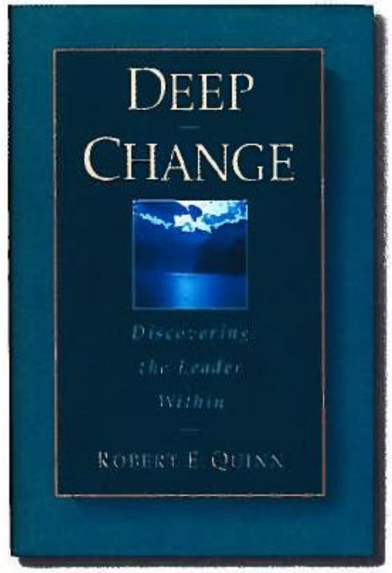
Dig Deep for the LEADER Within

By Adrian "Zeke" Wolfberg, CS

Robert Quinn's "Deep Change: Discovering the Leader Within" is about the role a leader, or those who want to be leaders, plays in organizational change. Anyone in the intelligence community who is contemplating initiating or participating in a fundamental change effort, especially in the areas of culture, collaboration, communication and knowledge sharing, would benefit from reading this book.

Quinn starts by making a distinction between "incremental" and "deep" change. Incremental change comes from a deliberate planning process which ensures control and stability — changes that are most efficiently executed and therefore the most common in organizations. Deep change requires a new way of thinking, creating new patterns of behavior and requiring risk-taking — the kind of change difficult to successfully implement.

Quinn's book is about deep change, with the premise that if I want to bring deep changes to the organization, then I have to experience deep changes within myself, in addition to others around me.



Book Review

Title: Deep Change: Discovering the Leader

Author: Robert E. Quinn

Published in 1996 by Jossey-Bass

Quinn is a professor of organizational behavior at the University of Michigan's Graduate School of Business.

We normally are told to do something different or behave differently, and what Quinn asks "is that leader going through the process of behaving differently so that he/she models the new behavior they are asking of others" or "is the leader expecting everyone other than him/her to change?"

Deep change really speaks to how we handle "control" as a management technique. Quinn believes individual and organizational deep change requires giving up control whether initiated top-down or bottom-up. This is extremely important because giving up control is risky. We don't like to take risks because organizations need people to conform to rules, procedures and processes. Quinn states that rules and procedures are established to maintain stability and predictability, and the old rules hamper our resolve to face new challenges.

To remain responsive and agile, an organization must adapt to the changing internal and external environment. But this only happens if a few people are willing to take risks. That is why, according to Quinn, organizational

change always starts with personal change, and that risk-taking and learning experiences always give rise to any transformation.

Quinn provides an example of how deep change works. A military unit operated under difficult circumstances in the Alps during World War II. The commanding officer sent out a reconnaissance squad, but the squad did not return, and it was thought they were lost, captured or killed. Three days later they came back safely. The squad had become lost and very discouraged. One of the men remembered he had a map in his pack. This discovery created a surge of hope and renewed energy. The squad leader took the map and led the team safely home. The story was told to the commanding officer who called for the squad leader and commended him. Later the commanding officer looked at the map and realized it was not of the Alps but of the Pyrenees.

The squad leader took a huge risk by using the map for a different purpose — to raise hope and energy and allow him to organize the men and get them to believe in a common strategy of action. The fact that the men were moving and making decisions allowed them to start analyzing their situation and thinking about how they were to get back. Quinn says that even though their basic assumptions were wrong, i.e., the wrong map, the process of taking action and constantly evaluating new data allowed them to learn and resolve their problem.

Deep change works in a similar way through an extensive learning process. It attracts new information and perspectives and allows us to make choices, progress and move forward, all while transmitting signals to others who are then attracted by our courage and motivation. Critical to this process is our belief in ourselves that we have enough courage and confidence to reach our goal.

What did I get out of this book? First was personal change — in making deep change, each of us, whether an individual contributor or senior manager/leader, must go through personal changes because deep change creates new perspectives and new decisions. If you are not going through change, you're a source of resistance. The second was about organizational change — how important it is to consider the differences in how employees and managers/leaders see their role and how these views often reflect competing values.

The Knowledge Lab purchased 30 copies of "Deep Change: Discovering the Leader Within." If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Protecting YOU

By Sheena Mitchell, DA

DIA's police officers, in the Directorate for Mission Services Protective Services Division (DA/DAC-4), provide law enforcement and security services to agency personnel, property and information. Officers attend an extensive Uniform Police Training Program at the Federal Law Enforcement Training Center and are sworn federal police officers. With backgrounds and experience ranging from military to civilian law enforcement, DIA's Police Force has a combined total of more than 600 years worth of experience with DIA and more than 750 years in security and law enforcement experience.

The primary role of DIA's Police Force is to secure agency facilities and protect

Photo by Glenn A. Conklin, DA

From left to right, Officers Valeria Armstrong, Edward Bell and Cortney Crawford, Lt. Bo Edmundson, Kevin Crockett and K-9 Salty.

the work force. In addition, officers are first responders in emergency situations — they are certified emergency medical technicians, who routinely arrive on the scene before DIA Health Unit personnel, the Naval District of Washington Fire Department and Bolling Air Force Base emergency medical service units. Their five-minute response time has saved lives of personnel requiring immediate medical attention. DIA's police force is also responsible for managing the agency's headquarters' crisis/emergency response program, conducting initial investigations of unauthorized entry, suspicious activities and theft, and enforcing DIA parking regulations.

DIA's police force also offers training and education to the DIA work force in a number of areas. For example, the police train attaché spouses on firearms and defense techniques, as well as annually re-qualify DIA police officers and DAC contractors on issued firearms. DIA police will soon offer new training and awareness courses.

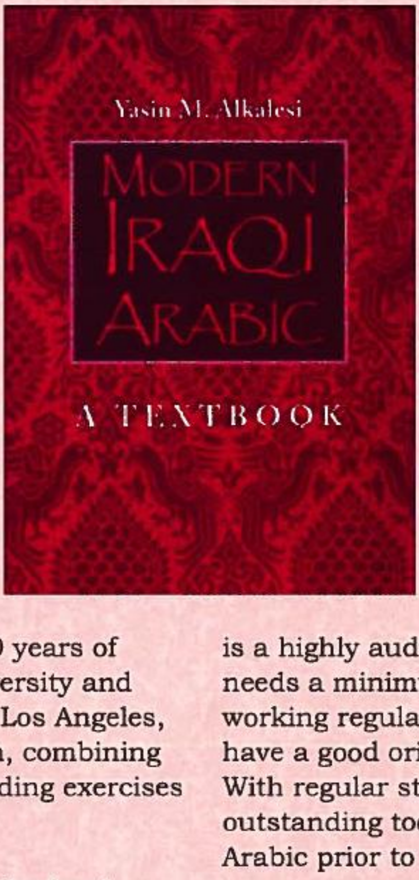
DIA police also participate in community outreach programs in the National Capital Region. Police officers partake in career day programs at local schools like Magnolia Elementary, in Maryland, and one of DIA's adopted schools, Malcolm X Elementary, in Washington.

Though the methods and tools with which the DIA Police Force serves its customers change and expand, their commitment and dedication to the agency and its employees continues to be the highest priority. DIA police are on watch 24/7 to ensure protection of the agency's greatest assets — its people and facilities. For more information about DIA's police programs and services, please call (202) 231-2196.

Lessons in Basic IRAQI ARABIC

By CDR (Sel) Youssef Aboul-Enein, DI

For the past year, I have been searching for a book that would introduce analysts to the Iraqi Arabic dialect. As a native Arabic speaker, well-versed in numerous dialects, I have been asked countless times by both analysts deploying to and returning from Iraq how they could become familiar with or maintain Iraqi Arabic. I did not have a ready answer until I stumbled across a set of CDs and an accompanying book — "Modern Iraqi Arabic" by Yasin M. Alkalesi — at the Bolling Air Force Base library.



The CDs are designed for either those who have no knowledge of Arabic or those who wish to enhance their familiarization with the nuances of a new dialect. Alkalesi, who has 30 years of teaching Arabic at Yale University and the University of California, Los Angeles, provides a gradual approach, combining the CD with confidence-building exercises in 16 lessons.

The first lesson begins with the Iraqi alphabet, vowels and phonetics. Alkalesi then introduces the student to common greetings, requests for directions and other terms needed for everyday life in Iraq. Lessons build upon one another toward navigating the airport, hotel, taxi and bank and finally having creative dialogue with family and relatives.

When beginning, students should consider several factors. These CDs focus on the Baghdad sub-regional dialect; although spoken and understood by the majority of Iraqis, Mosul and Basra also have their own unique dialects. The CDs must be used in tandem with the book, and it's vital to enunciate the words as they are heard on the CD. Alkalesi also recommends recording one's own pronunciation and comparing it with the CD. I recommend that individuals listen to the lessons more than once, as only they can gauge how well they've absorbed the information — learning any language is a highly auditory process. A student needs a minimum of three months working regularly with the material to have a good orientation to Iraqi Arabic. With regular study, these CDs are an outstanding tool to orient analysts to Iraqi Arabic prior to deployment.

Editor's note: CDR (Sel) Aboul-Enein annually tests proficient in Iraqi, Levantine, Egyptian, Peninsular and Modern Standard Arabic. He currently is a Middle East analyst at the Joint Intelligence Task Force for Combating Terrorism (JITF-CT).

Celebrating 2 Years

2006

2007

NYCU

"I came here to listen," LTG Maples said to more than 50 participants at the first Crossing Boundaries session on May 18, 2006.

DIA eliminates massive paperwork after collaborating with NSA to revise the Time and Attendance process and automating travel orders.

DIA creates a Collaborative Behavior Award to reward employees who build new networks, create new relationships and take other positive actions to improve collaboration.

DIA creates a new policy allowing civilians to take physical fitness time during their work-week, improving employees'readiness to deploy.

Policy to promote telecommuting is revised allowing employees to work from remote SCIF sites.

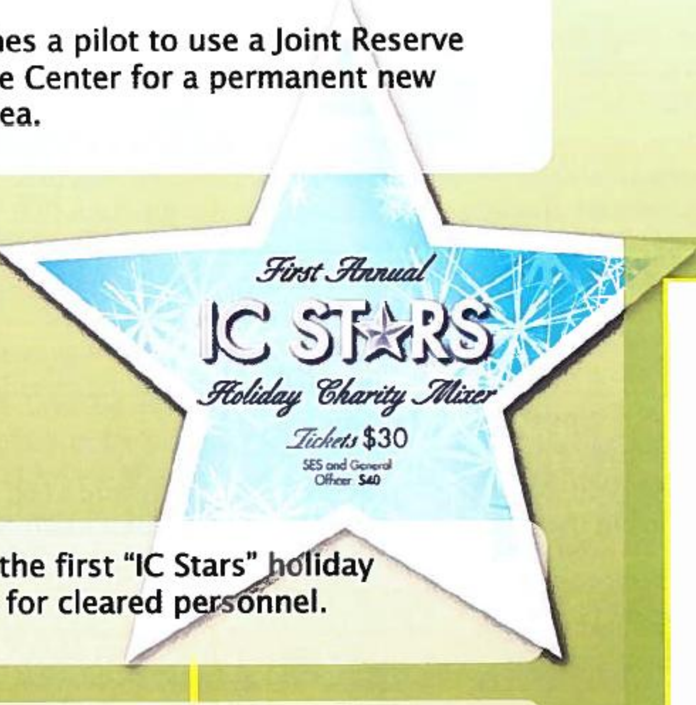
# of Crossing Boundaries

2008

"News You Can Use" blog launches to share useful tools with analysts.

DIA revises practice on clearances for applicants with immediate family overseas, broadening the applicant pool and ensuring that DIA hires the best candidates possible.

DIA launches a pilot to use a Joint Reserve Intelligence Center for a permanent new mission area.



DIA stages the first "IC Stars" holiday celebration for cleared personnel.

DIA researches a student loan repayment program.

By February 2008:

167 employees had submitted 197 ideas to improve DIA.

70 of those ideas have already led to successful new initiatives.

73 ideas are still being pursued today.

3 employees have been awarded the Collaborative Behavior Award for their initiative.

What's your idea to improve DIA? Join the director on April 29 at noon in the Tighe Auditorium for the next Crossing Boundaries Session. The next idea here can be yours!

To talk with the Crossing Boundaries team, contact the Knowledge Lab at (202) 231-3066 or DSN 428-3066.

Improving the ANALYTIC Process

By Tom C. Kuhns, DI

In the Directorate for Analysis (DI), analysts and analytic managers are being challenged to participate, educate and integrate. As part of the DI Fiscal Year 2008 Implementation Plan, the deputy director for analysis, Robert Cardillo, asked each DI office to dedicate one entire day for discussion on what he considers to be the fundamental requirement for every analyst and analytic manager — providing timely, quality analysis to DI's customers. As a result, DI conducted their first Analytic Quality Day on Feb. 21.

Photo by Paul S. Cianciolo, CP

Dr. Alex Townsend, left, Northeast Asia Division (APA-2) senior intelligence officer, discusses best practices in writing articles for the Defense Intelligence Digest (DID) during DI's first Analytic Quality Day Feb. 21.

"This is how we will ensure our growth as intelligence officers in defense of our nation," Jeff Burton, Office of Asia-Pacific Analysis (APA) chief, said during the day's introduction.

Each DI office nominated a senior analyst or group of analysts to lead classes and discussions. Offices were encouraged to add additional blocks of instruction or discussion based on their respective areas of responsibility or subject matter. Some of the topics included:

- Fundamental elements of quality analysis and production.
- DI's Quality Control Program.
- Defense Intelligence Digest best practices and lessons learned.
- Determining and supporting customers' needs.
- DI's new training initiatives and analytic career map.
- DI and the Directorate for Human Intelligence (DH) integration programs.

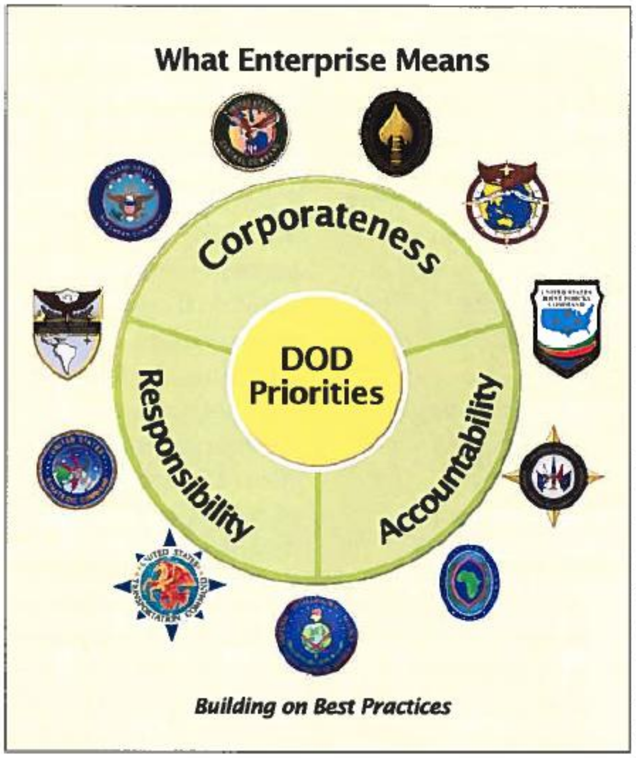
The sessions were significantly enhanced by the discussion leaders sharing their own personal experiences and, of course, lessons learned. Thanks to this and other programs that are in the works, DI analysts can look forward to becoming better equipped and engaged with all elements of quality, professionalism and management, leading to a constantly improving analytic process.

"Analysts should be aware of all assumptions key to their analysis," explained Dr. Ben Woodbury, APA senior intelligence officer. "We need to be aware of our own mindsets and biases.".

JMIS and the DIA Defense Intelligence Enterprise: PUTTING THE CLIENT FIRST

By Steven M. Grogan, CE

Bureaucracies are not always hospitable to change. That is why the Office of Associate Deputy Director (ADD), led by Sharon Houy, implemented a strategy designed to communicate one of the biggest programmatic and resource changes DIA has ever seen. DIA's approach to transforming defense intelligence through one venue, the JIC/JAC MIP Implementation Study (JMIS), has laid the groundwork for future success in the DIA defense intelligence enterprise. This enterprise is both a partnership between DIA and the combatant commands and a way of doing business that capitalizes on how our organizations can be mutually supportive.



In 2005 the Office of the Director of National Intelligence and the Undersecretary of Defense for Intelligence (USD(I)) decided combatant command General Defense Intelligence Program (GDIP) intelligence resources should transfer into the DIA Military Intelligence Program (MIP). The DIA MIP is a resource venue that funds most everything DIA does in support of the commands, versus those activities DIA conducts that are more national in scope, funded under GDIP.

In 2006 USD(I) also decided that intelligence funds allocated to command Directorate for Intelligence (J2) organizations should be moved into the DIA MIP. USD(I) settled on the Joint Intelligence Operations Center enterprise model, which would protect the command J2s' funding from service encroachment. The model resulted in 4,000 billets and $2 billion transferring to DIA over two program years. These command J2 civilian personnel, known as DIA command civilians, are becoming DIA employees in two phases. During Phase I, J2 civilian employees at U.S. Central, Northern, Southern, Strategic and Transportation commands joined DIA on Oct. 14, 2007. Phase II is underway and J2 civilian personnel at U.S. Africa, European, Special Operations, Joint Forces and Pacific commands, including U.S. forces Korea and Japan, will transfer Oct. 12, 2008.

U.S. Central Command

Mission: Promotes development and cooperation among nations, responds to crises, and deters or defeats state and transnational aggression in order to establish regional security and stability.

Location: Tampa, Fla.

Director of Intelligence: BG Michael T. Flynn

Area of Responsibility: 27 countries in the Middle East, East Africa and Central Asia.

Houy manages JMIS and leads the enterprise for DIA. Her vision is to utilize an enterprise approach that encourages DIA to leverage talent wherever possible and eschew ownership of resources in order to enhance the conversation between intelligence professionals and the client or user. This amounts to organizing around a challenge, not bureaucracy. To make this vision a reality involves fostering, at every juncture of the enterprise transformation, a greater sense of "corporateness," responsibility and accountability among those implementing it.

Vision and strategy are important, but results from which lessons can be learned and value can be gained are what matters. By leveraging the talent in human capital, mission support, analysis, collection, finance and security, among others, each DIA directorate was empowered to work closely with the commands to make Phase I of the transition successful. Corporateness was embodied in numerous visits to the commands, townhalls, newsletters, client-focused working groups, Communiqué and InterComm articles, and the DIA-Command Executive Board, allowing DIA elements to weave the commands into every major decision. These efforts and more will continue for Phase II. In fact, from this greater sense of inclusiveness, enterprise advocates have emerged throughout DIA and the commands. They are the honest brokers for the enterprise and can only aid change and innovation in our business practices.

Responsibility is no less obvious — as a DIA senior intelligence officer stated, "Let us act as if the stockholders are screaming." One such stockholder was a principal in OUSD(I) who lauded JMIS but said, "Where is your collection management center of gravity?" In late 2007 ADD gathered an array of collection management officers and support personnel to inform the director about how collection management is currently done and how it can be improved. That effort demonstrated the complications of collection management and yielded a recommendation as to how DIA can best accomplish the task in the future. An enterprise approach was adopted that calls for leveraging collection management and mission support expertise in DIA. While the approach was endorsed by the director and USD(I), there is still progress to be made. ADD has formed a Collection Management Working Group led by the Defense Intelligence Operations Coordination Center (DIOCC). This group will examine in greater detail the totality of collection management in the Department of Defense and how it can be reshaped to deliver more of what clients ask for.

Another stockholder — the commands — needed to know how human intelligence (HUMINT) and

counterintelligence (CI) personnel were going to transition under JMIS. To make way for these personnel becoming DIA employees, ADD stood up a working group to bring together HUMINT and CI officers to specifically focus on how the commands are going to utilize these DIA command civilians and how DIA is going to help enrich their respective competencies.

Responsibility has also involved DIA advancing the Phase II clock for one of the command's efforts to hire intelligence collection officers. This shows how DIA is attuned to unique command requirements.

Finally, inclusiveness and being responsive to what the user needs can only be complemented by accountability. This is where ADD insists on taking stock of how DIA supports the transformation. At every turn, enterprise advocates examine not only how JMIS and enterprise transitions bring out best practices, but also how transitions yield lessons learned. This has proven to be especially valuable for Phase II.

Themes like corporateness, responsibility and accountability are valuable but only if they endure and are catalysts for future success. It is timeto review the executive board's governance structure to better align it with enterprise operations. ADD has taken the first step by inviting the services and select combat support agencies (CSAs) to join board deliberations. This will aid DIA in harmonizing certain functions in defense intelligence, especially collection. Advancing this harmony are DIA executive representatives at CSAs and elsewhere in the government who continue to highlight JMIS and enterprise successes at all levels of their operations. In short, JMIS and the enterprise epitomize successful change and innovation, which can only better support those who use intelligence.

EQUAL OPPORTUNITY for the Enterprise

By Mika J. Cross, EO

During the past year the Equal Opportunity Office (EO) has been hard at work planning its implementation strategy to support the JIC/JAC MIP Implementation Study (JMIS) transition. Concurrently EO has also been undergoing a radical transformation to the way it conducts business and provides services to its global customers — to re-establish its identity and deliver its portfolio of services to the entire DIA military and civilian work force.

At the heart of its mission, EO is dedicated to "protecting, educating and preserving" DIA's work force. When asked to describe what this means for the DIA mission, Nancy Scott, chief of the Equal Opportunity Office, explains, "We protect DIA employees' civil rights, educate them on their rights and responsibilities, and reinforce the importance of leveraging diversity in the work force. EO also

Photo by Dana M. Black, CP

Nancy Scott, chief of EO, briefs J2 civilians at U.S. Special Operations Command about EO's employee services.

preserves the fairness, integrity and trust in DIA's policies, programs and procedures."

EO Services

Affirmative (or Positive) Employment

Consultation, training, compliance, oversight, work force trends and analysis, and organizational/climate assessments.

Reasonable Accommodation

Workplace accommodation, ergonomic assessments and disability awareness.

Conflict Resolution

Mediation, facilitation and counseling.

Complaints Management

Neutral, timely, fact-based avenue of redress.

Mentoring and consultation is also available for managers and supervisors.

To ensure Phase I of the transition was successful, representatives from EO accompanied the JMIS implementation team on command visits to meet with command Directorate for Intelligence (J2) leaders and brief civilian J2 employees on the services EO provides. EO is continuing these efforts this year as part of the Phase II implementation.

EO offers valuable services to its customers, all geared toward creating an optimal workplace environment for all employees. In fact, two days after the Phase I transition, EO was asked to help address a workplace conflict at one of the new commands. "EO coordinated a trained mediator to be available on-site at that command in order to work with the disputing parties," said Scott. "A resolution was agreed upon and they were able to quickly get back to focusing on the mission rather than the dispute."

EO is committed to providing quality customer service to DIA's worldwide work force. Customers can reach the EO staff in person, via video-phone, VTC, telephone, SIPRNet and JWICS. Stay tuned to keep abreast of many more changes, improvements and initiatives the DIA EO plans to launch this year.

U.S. Northern Command

Mission: Anticipates and conducts homeland defense and civil support operation within the assigned area of responsibility to defend, protect and secure the U.S. and its interests.

Location: Colorado Springs, Colo.

Director of Intelligence: Michael A. Noll

Area of Responsibility: The continental U.S., Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles — to include the Gulf of Mexico and the Straits of Florida.

Interview with the ASSOCIATE DEPUTY DIRECTOR

By the Communiqué Staff, CP

The Communiqué staff interviewed the associate deputy director, Sharon A. Houy, to discuss her role as the DIA enterprise manager, Phase I of the JIC/JAC MIP Implementation Study (JMIS) transition, and the noticeable changes already occurring between the commands and DIA. Houy also addresses Phase II of JMIS and what lessons were learned from Phase I.

COMMUNIQUÉ: *Tell us about the defense intelligence enterprise and your role as the DIA enterprise manger.*

MS. HOUY: The defense intelligence enterprise at large is led by the undersecretary of defense for intelligence (USD(I)) and goes beyond DIA to include the National Geospatial-Intelligence Agency, National Security Agency, National Reconnaissance Office, the combatant commands and the services. The objective of the defense intelligence enterprise is to reform the defense intelligence community (IC) and make us more interoperable and collaborative so that our knowledge is more complete on critical issues that impact national security. We've already seen changes such as the Defense HUMINT Management Office (DHMO); the merging of the Joint Functional Component Command-Intelligence, Surveillance and Reconnaissance (JFCC-ISR) and the Defense Joint Intelligence Operations Center (DJIOC) into the Defense Intelligence Operations Coordination Center (DIOCC); and the DoDIIS Way Ahead initiative. All of these are intended to improve the management and operations of the defense intelligence enterprise.

The transformation of the combatant commands' intelligence resources through JMIS is another responsibility for the director of DIA. Managing these resources as an enterprise goes hand-in-hand with the stand up of the Military Intelligence Program (MIP) and the JIOCs at the commands. The JIOCs require the commands, DIA and other combat support agencies to work together to fuse intelligence knowledge, conduct intelligence operations and improve the ability of the commands to leverage national expertise — that's really where the DIOCC comes into play. In addition, the recent merger of human intelligence and counterintelligence will improve our collection operations.

> "MY ROLE AS DIA'S ENTERPRISE MANAGER IS TO BRING SOME SENSE AND ORGANIZATIONAL STRUCTURE TO OUR MANY ENTERPRISE ACTIVITIES."

My role as DIA's enterprise manager is to bring some sense and organizational structure to our many enterprise activities. The different enterprise activities were stood up in stovepipes, and, although they work well individually, they created an inefficient enterprise. One of my key tasks this year is to rationalize our enterprise governing structure and make it a more efficient mechanism. As an example, my office stood up an executive board so that the combatant commands were involved in the transition planning and had a voice in the decision-making impacting their civilians. We also established numerous working groups to ensure that DIA and command counterparts started working together as a normal course of business and that everybody knew who their counterparts were and understood what each one brings to the table.

Photo by Dana M. Black, CP

Associate Deputy Director Sharon Houy briefs SOCOM intelligence civilians on their October 2008 transition to DIA.

What we still need to work on is evolving into what I call a truly networked enterprise, where we work together as a matter of our daily business, not as an exception. I'll know we have accomplished this when I stop getting phone calls from, as an example, a command human resource person because they will have worked the issue directly with their counterpart in the Directorate for Human Capital (HC).

COMMUNIQUÉ: *For those who may not be familiar with JMIS, can you please explain what it is?*

MS. HOUY: JMIS was originally initiated on the decision to move the analyst portion out of the General Defense Intelligence Program (GDIP) into MIP, allowing the director of DIA to manage the resource as an enterprise, and to help protect those dollars from service taxes. However, during the study the commands expressed to us that DIA should take responsibility for all of the combatant commands' intelligence resources, not just a portion. By taking just the analyst portion, it would cause disparity in benefits because DIA has a more robust awards program, better foreign language proficiency pay, etc. The final JMIS decision was to move all the combatant commands' intelligence resources into the DIA MIP. We have been working hard during the past year to get those resources documented and transitioned formally into the DIA program; as of Oct. 1, 2007, all of those resources belong to DIA.

The combatant commands' intelligence personnel, whether they are in the JIOCs or elsewhere, continue to work for their combatant commander. Remember, while all of the billets, both military and civilian, transferred to DIA, only the civilians became DIA employees — the military are no different than they were before. This was critical to retaining a higher military fill rate, better joint duty accreditation, and local Uniform Code of Military Justice authority. It's a different management paradox, but we felt that it was important to show that those employees still work for the commander while being trained and paid by DIA.

A positive aspect from the combatant commands' perspective is they now come straight to the table to bring their resource requirements for billets and operational funds and lobby or defend their proposals. Prior to JMIS the commands went through their service where their resources could be cut or reprioritized and DIA only had visibility into the analytic portion of their resources. Now all resources are the responsibility of the director of DIA

as the DIA MIP program manager. The combatant commands bring their program requirements to the DIA MIP program build through the Defense Intelligence Resource Management Office (FE-1) and their current year execution is overseen by DIA's comptroller. All the billets are on the combatant command joint table of distribution, both military and civilian. Right now their funding is suballocated to the commands, but I expect that in fiscal year 2009 or 2010, the funding will be centrally managed to improve our ability to oversee the expenditures and achieve a clean audit.

I want to reiterate that JMIS is just one part of DIA's enterprise responsibilities. JMIS helps DIA manage the enterprise through a common personnel system, which means common civilian training, career development opportunities and the ability for civilians to move around the enterprise. If you combine that with the Director of National Intelligence's Joint Duty Program, we have a wonderful opportunity for say a country analyst or collector to develop or share their expertise at a regional or functional command, or at DIA. It is an opportunity for those who want to deepen their expertise and it gives DIA an even stronger reason to work collaboratively with our counterparts.

COMMUNIQUÉ: *As a result of JMIS, have there been any noticeable improvements or changes with intelligence production?*

MS. HOUY: One of the objectives of the JMIS transition is to create an agile defense intelligence enterprise capable of surging intelligence forward to the combatant commands. This doesn't happen overnight; but JMIS gives us a common foundation for improving our relationships and ultimately achieving that goal. The recent transformation into the DIOCC is another piece to ensuring the commands get the intelligence they need. We have been able to use JMIS as an opportunity to open dialogue with what the commands' intelligence personnel are already being asked to do by their command. I'd like to see DIA engage with more rotational assignments with the commands — whether they are short-term or long-term assignments, I envision judicious use of rotational assignments to move and enhance expertise around the enterprise.

In addition to intelligence, JMIS has strengthened DIA's relationship with the combatant commands across the board; there is a lot more trust than before. I think that my role as enterprise manger is seen as a positive sign for continuity. For example, we've been able to look at what the commands ask their analysts to

U.S. Southern Command

Mission: To conduct military operations and promote security cooperation to achieve U.S. strategic objectives.

Location: Miami, Fla.

Director of Intelligence: BG Richard T. Ellis

Area of Responsibility: Latin America, the waters adjacent to Central and South America, the Caribbean Sea and its 12 islands and European territories, the Gulf of Mexico, and a portion of the Atlantic.

do and what we ask their analysts to do under the Defense Intelligence Analysis Program (DIAP), and we are aligning those assignments closer to the commands' priorities.

COMMUNIQUÉ: *As of Oct. 14, Phase I combatant commands (Central, Northern, Southern, Strategic and Transportation) transitioned to DIA. Can you please elaborate how the different directorates played a role and what the response has been from personnel at the commands?*

MS. HOUY: Every directorate and special office at DIA played a role in this transition; every week for the past year we had a meeting in my office. First and foremost, I would like to recognize the Office of the Chief Financial Executive (FE). The business systems experts took the lead from day one in building the interfaces between the combatant commands' financial management systems and DIA — this was a huge undertaking. FE also created a panel for command intelligence resource managers to come to the table and argue for their resources. In addition, FE communicated many policies on how the commands handle their dollars and what they could do with their civilian pay — FE had to communicate every aspect of the financial execution. The commands were also trained on the time-keeping system, which was critically important.

HC was another major player in this transition. The most important thing was to make sure everyone got paid, and HC had the responsibility to ensure that the data in the payroll system was correct. I would like to say thank you to Howard Buchanan — our unsung hero in HC who made sure all of that data was correct. HC also had responsibility to load everybody into eZHR and placed into a DIA job description, and for handling all the civilian staffing actions — both people in the process of being hired and future staffing requirements. In addition, HC visited all five of the continental United States commands and trained them on DIA's appraisal system and how to use eZHR. You can imagine how complex this is as we're moving to the Defense Civilian Intelligence Personnel System (DCIPS).

The Directorate for Information Management and Chief Information Officer (DS) helped tremendously with systems access for eZHR and the timekeeper system. DS also developed the e-mail distribution lists and was critical to us in terms of lessons learned from the DoDIIS Way Ahead transition.

The Directorate for Mission Services (DA) worked three critical issues for the transition. Since the beginning of JMIS, DA has been creating employee support documents to ensure that command intelligence civilians were not treated any differently than any other command personnel. We didn't want our DIA employees to lose their "command citizenship" as we call it. We wanted to make sure they still have office space, that their trash is picked up and that they can get their Department of Defense Common Access Card (CAC) locally. In addition, the Counterintelligence and Security Activity Office (DAC) reviewed every security clearance, and 99 percent of them were accepted and only a handful had to be looked into further. DAC also coordinated with combatant commands on a number of foreign spouse and overseas issues.

The other directorate I will specifically mention is the Directorate for Analysis

JMIS Points of Contact

AE	Michael B. Szwed and Paul A. Grecco
DA	John E. Hutzell and Harvey M. Von Hollen
DI	Yvette C. Wooley
DS	Jeff P. Zielecki
DT	Mark H. Flagg
EO	Connie A. Morrow
FE	Donald N. Gerhart
GC	Warren D. Hall
HC	Daniel E. Hooton, Donna C. Green, CDR Mitchell Appel and Keith Dunbar
IE	Mark R. Perry and Daniel F. Van Gundy
IG	LeRoy E. Elfmann

If your directorate is not listed, you can work with the Associate Deputy Director's Office.

(DI). In preparation for the DCIPS implementation, DI completed the analytical competencies through their working group. It is really exciting to see that kind of progress and discussion across the enterprise on something that is a common concern and will be the way ahead for all of us in the future.

COMMUNIQUÉ: *As a result of lessons learned during Phase I, what changes will be made to the process to better support the transition of Phase II commands (European, Joint Forces, Pacific and Special Operations)?*

MS. HOUY: The Phase I combatant commands feel they received the right training and were prepared overall. One specific recommendation we received was about eZHR access. The commands would have liked to have had access to eZHR earlier for training and personnel system transfers.

Another recommendation we are looking at for Phase II is having more DIA people at the commands during the transition to help with CACs and personnel issues. After visiting each of the Phase I commands after the transition, I have found that everyone is really hungry for understanding how DIA does business, how we apply for jobs and how we write a successful appraisal. The move to DCIPS will be a positive aspect because we are all going to transition into a new appraisal system simultaneously, which will level the playing field from the commands' perspective. Another positive aspect of DCIPS is that we are going to be able to skip a step with the Phase II commands. With Phase I, HC had to fit the command civilians into a DIA job description; Phase II civilians will go straight into the DCIPS job descriptions — which are broader. We are keeping the command personnel informed by having a DCIPS person on our team as we visit the commands and brief the work force.

"THE ONLY WAY TO MAKE THE DEFENSE INTELLIGENCE ENTERPRISE SUCCESSFUL IS TO BE CONSTANTLY THINKING OF OUR COMMAND PARTNERS."

Another example of a lesson learned is explaining how DIA personnel apply for jobs. For example, to apply for a job with the Air Force you just attach your resume to a job announcement. But if you were to do that for a DIA job and not write your KSAs, you're probably not going to get forwarded to the selecting official. For Phase II, there will be more on-site support, especially since some

U.S. Strategic Command

Mission: Provide the nation with global deterrence capabilities and synchronized DOD effects to combat adversary weapons of mass destruction worldwide.

Location: Omaha, Neb.

Director of Intelligence: CAPT Jeff L. Canfield

Area of Responsibility: Global

of the commands are overseas and in different time zones. We are also looking at what kinds of headquarter support the commands need, such as additional property accountability personnel or HC staff.

It's also important to expose the combatant commands to our mentoring program and get them involved. Mentoring is a two-way-street when it comes to the commands. If you are a junior employee, there may be a more senior expert out at a command who could help you learn your target.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

MS. HOUY: The only way to make the defense intelligence enterprise successful is to be constantly thinking of our command partners. As I tell new DIA employees, every directorate has counterparts at the commands — get to know them, figure out what you can do to share knowledge with them, make them feel welcome and find out what expertise the command personnel bring to the defense intelligence enterprise's mission to defend our nation.

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CENTCOM Associate Director of Intelligence Rod Moore accepts his DIA flag and SES pin from DIA Associate Deputy Director Sharon Houy.

Interview with the Associate Director of INTELLIGENCE, CENTCOM

By the Communiqué Staff, CP

Bill "Rod" Moore is the associate director of intelligence for U.S. Central Command (CENTCOM). He serves as the representative to the national intelligence agencies and other policy-level organizations for intelligence resource requirements. Moore is a retired Army colonel and also spent time as a leader in corporate America.

The Communiqué staff spoke with Moore to gain a combatant command perspective of the JIC/JAC MIP Implementation Study (JMIS). He also discusses improvements in the relationship with DIA and offers advice for those commands transitioning in Phase II of JMIS.

COMMUNIQUÉ: *What is the command perspective on JMIS? Are there advantages for the commands?*

MR. MOORE: We've been at war for a number of years at our command, and there have been a lot of challenges in the areas of organization, resources and intelligence requirements. The threats we face have changed significantly from what we built our capability around. It was necessary and very timely that we

took a hard look at all the resources of intelligence, from national to tactical. It is clear that we need to flatten intelligence organizations and processes so that we are able to benefit from subject matter expertise, no matter where it resides within the intelligence community enterprise. We need to look at collaborative tools and collaborative procedures to bring the analytical community to the same level with the same access. We have discovered that units deploying to the combat theater do not possess the organization or subject matter expertise needed to address the intelligence requirements we now face. Resourcing those capabilities forward has stressed all elements of the intelligence community. Our approach has been to resource forward but what we really need to do is connect the brainpower and expertise that already resides in the enterprise. I think JMIS — bringing the combatant command intelligence manpower under DIA — is a great first step in that direction.

We won't see major change overnight but as we take an enterprise approach we are already reaping great benefit and providing better support to the combat zones.

JMIS presents new opportunities for our civilian work force, especially in the area of training, and it closes the gaps created by independent islands of intelligence capability managed under multiple systems.

I believe we will reap some longer term benefits in the areas of resourcing the most pressing intelligence requirements and delivering information technology tools that bring the right capabilities to the DIA intelligence enterprise. JMIS presents opportunities to address longstanding discrepancies and shortfalls. It will be important that all commands and DIA work together to make the most of this opportunity.

COMMUNIQUÉ: *What has the response been from CENTCOM employees to the transition?*

MR. MOORE: Our civilian employees were quite busy before the idea of JMIS came up; they were quite busy when it did come up; and now that we've transitioned, they remain quite busy. There's not been much of a culture shock because we're doing essentially what we did before. One of the key things that we were able to do in the implementation plan for JMIS was ensure that command manpower remained assigned to and responsive to the combatant commander's requirements. I consider that the most important and fundamental need. The fact that we did

U.S. Transportation Command
Mission: Provide air, land and sea transportation for the Department of Defense, both in time of peace and time of war.
Location: Belleville, Ill. (near St. Louis, Mo.)
Director of Intelligence: CAPT Ernest B. Markham
Area of Responsibility: Global

that has made the environment of the JMIS transition quite positive. There are of course some concerns related to a new evaluation system and the transition to the Defense Civilian Intelligence Personnel System — those are the things that get the civilian employees' attention. But to be honest with you, the transition has been fairly seamless, and the response has been quite positive. DIA put together a team led by Sharon Houy, and this transition team has been very helpful working the day-to-day issues that arose.

> "WE WON'T SEE MAJOR CHANGE OVERNIGHT BUT AS WE TAKE AN ENTERPRISE APPROACH WE ARE ALREADY REAPING GREAT BENEFIT AND PROVIDING BETTER SUPPORT TO THE COMBAT ZONES."

COMMUNIQUÉ: *Have there been any noticeable improvements or changes with intelligence production?*

MR. MOORE: We are working closer than we ever have with DIA in terms of answering the requirements in the combat theatre. A lot of great Americans have deployed to do intelligence work, but they didn't necessarily have the subject matter expertise needed. For the last six months, CENTCOM and DIA's Directorate for Analysis (DI) have been working together to put real subject matter expertise into the forward headquarters in Iraq and Afghanistan, and it is making a tremendous difference. The closer DIA and the command intelligence staffs come together, the easier it is to do things like I just described.

Another positive is DI's efforts to modify the Defense Intelligence Analysis Program, create the Defense Intelligence Priorities Framework, and work to better link defense priorities with the National Intelligence Priorities Framework. The tighter the linkage among our priorities, the better we will reflect and address the true intelligence requirements of the whole enterprise. It's important that as we look at an enterprise, we also look at what the drivers are for that enterprise and realize that they may be a little bit different. In practice, the Department of Defense has learned the importance of nested planning. That same principle must be applied to the way we prioritize intelligence requirements. There is good movement in that direction, and I'm happy to see it.

Another area where I think the JMIS transition and an enterprise approach will make an improvement is in assessments. We see a lot of assessments on Afghanistan and Iraq — what's the enemy doing, what are the prospects for success in the future and really where we are today. In a place like Afghanistan, what we've found is that the assessments sometimes focus on just the Taliban. This is the threat model and that's what we are comfortable addressing. Strategically speaking though, the answer to how well Afghanistan is doing in terms of progress is a much broader topic than the Taliban. We are seeing a pressing need for the lowest levels of the enterprise to expand their optic to include consideration for governance, economics, commander's assessments and many other factors as the correct metric for assessments. This is why we really need to be flattened and collaborative so that all people producing assessments have the benefit of all the information that's available.

COMMUNIQUÉ: *What advice would you give for commands transitioning in Phase II this October?*

MR. MOORE: I know for us it has been quite a learning experience,

as it has been for DIA. The Phase II commands are already collaborating and participating in JMIS Executive Board video teleconferences, working groups, and JMIS Transition Team visits. They just need to stay in the game and learn as much as they possibly can about the transition and its implications. This, like any transition, is more complicated than it first appears, and every command brings some uniqueness to the integration process.

I actually thought we were well connected with DIA before JMIS, such as our interface with the Office of the Chief Financial Executive (FE) or work with DI. But when we became part of DIA, one of the biggest lessons for me was that there were a lot of connections that were necessary but not really clear to us. I would guess this is true across the commands — everyone has some level of connectivity and interface with DIA, but your transition will stretch those relationships, and you'll find yourself not having exactly the right connections. DIA is a large organization that you probably only understand if you are a part of it. There are a lot of people that have a great ability to help you, but you have to learn who they are and where they are.

I have learned that every good thing in life has come to me through change and I am optimistic that we can turn this transition into a long-term success story.

JMIS Transformation Schedule

PHASE I, OCT. 14, 2007

Central Command

Northern Command

Southern Command

Strategic Command

Transportation Command

PHASE II, OCT. 12, 2008

Africa Command

European Command

Joint Forces Command

Special Operations Command

Pacific Command (to include U.S. forces Korea and Japan)

U.S. Pacific Command

Mission: In concert with other U.S. government agencies and regional military partners, promotes security and peaceful development in the Asia-Pacific region by deterring aggression, advancing regional security cooperation, responding to crises and fighting to win.

Location: Honolulu, Hawaii

Director of Intelligence: RADM Michael S. Rogers

Area of Responsibility: More than 50 percent of the earth's surface; approximately 105 million square miles. From the west coast of the United States mainland to the east coast of Africa; from the Arctic to the Antarctic; including the state of Hawaii and forces in Alaska. Traverses 16 time zones.

JMIS Learning: A New WORLD

By CDR Mitchell Appel, HC

Fiscal year 2007 was a busy time as DIA and the combatant commands worked on developing a learning enterprise that would create educational and training opportunities for a geographically dispersed population. The process of reaching out across commands to increase the skills of intelligence professionals is driving innovative approaches to delivery and teaching methods. The Directorate for Human Capital Office of Learning and Career Development (HC/HCL) has developed a learning strategy for fiscal year 2008 and beyond that focuses on long-term solutions providing wider access to orientation/assimilation, tradecraft, leadership and advanced education opportunities. The commands play an integral part in this strategy, and capitalizing on currently available learning assets is a key component to success.

HCL took a first step in developing an analytic curriculum for the defense intelligence enterprise by linking to the common competencies identified by the Analytic Enterprise Working Group for the DIA-command analytic work force. The Critical Thinking and Structured Analysis (CTSA) course, one of the cornerstones in DIA analytic training, was designated as the baseline course and will serve as the foundation for other training. Last fall DIA and the commands held a JIC/JAC MIP Implementation Study (JMIS) Analytic Training Summit in Tampa, Fla., so all stakeholders could participate in developing a CTSA training strategy for the commands. They selected CENTRA, a synchronous delivery tool on JWICS and SIPRNet, and "train-the-trainer" to deliver the course, which will provide the commands with on-site training capabilities.

U.S. Africa Command

Mission: Promotes U.S. national security objectives by working with African states and regional organizations to help strengthen stability and security in the AOR.

Location: Stuttgart, Germany

Director of Intelligence: Terrance M. Ford

Area of Responsibility: AFRICOM will be responsible for 53 African countries, including the Islands of Cape Verde, Equatorial Guinea and Sao Tome and Principe, and the Indian Ocean islands of Comoros, Madagascar, Mauritius, and Seychelles. CENTCOM will still maintain its traditional relationship with Egypt, but AFRICOM will coordinate with Egypt on issues relating to Africa security.

U.S. European Command

Mission: Will maintain ready forces to conduct the full range of operations unilaterally or in concert with coalition partners; enhance transatlantic security through support of NATO; promote regional stability; counterterrorism; and advance U.S. interests in the area of responsibility.

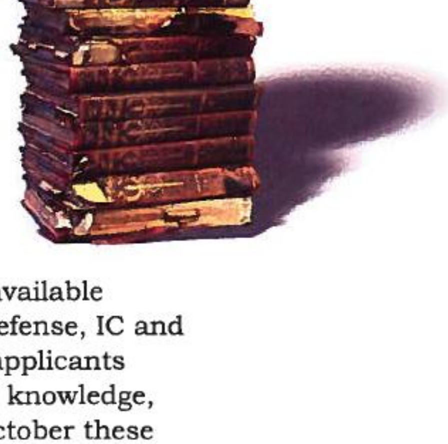
Location: Stuttgart, Germany

Director of Intelligence: COL Robert A. Carr

Area of Responsibility: EUCOM covers more than 21 million square miles and includes more than 90 countries and territories. This territory extends from the North Cape of Norway, through the waters of the Baltic and Mediterranean seas, most of Europe, parts of the Middle East, to the Cape of Good Hope in South Africa.

Leadership and professional development are important elements to any successful enterprise, and HCL has embarked on learning projects that will take advantage of existing and new programs. One program that has created high interest in the community is mentoring. HCL is creating an e-mentoring program that will link mentors and mentees within the DIA-command enterprise. The program will include a pilot to refine the best methods and processes for fostering meaningful and mutually satisfying mentoring relationships across distances. Also on the agenda is an online leadership development program that addresses the geographical diversity of the work force while maintaining the relevance and interaction found in classroom training.

A good orientation and assimilation program has benefits for new employees, the commands and the community. DIA has been conducting a pilot project to gauge applicability and interest in the Tomorrow's Intelligence Professionals (TIP) course as an adjunct to the programs already offered at a number of commands. This five-week course was developed to provide the baseline skills and knowledge necessary to effectively contribute to the DIA core intelligence function of strategic all-source operations — and to support the DIA work force of the future. Directed toward newly hired employees at grades GG-12 and below, TIP emphasizes collaboration and integration skills, which are key components of the Director of National Intelligence's strategy for the intelligence community (IC). The first iteration of the TIP pilot project was conducted Oct. 22 — Nov. 30, with five command civilians attending from Central, Northern, Transportation and Joint Forces commands. This pilot will continue through the second quarter of fiscal year 2008 to collect student and command evaluations that will help shape future command TIP participation.



Advanced education is important to professionals for growth as leaders and technical experts within the IC. DIA offers a number of opportunities available within the Department of Defense, IC and private sector that provide applicants the chance to advance their knowledge, skills and abilities. Since October these

opportunities have been made available to the newly transitioned Phase I commands. In October 2008 the Phase II commands will also be able to participate in the Training and Education Committee (TEC) process. Selection for these advanced studies is competitive and is done through the DIA TEC selection board, with command participation through a rotating representative. For more information about TEC please visit http://www.dia.ic.gov/homepage/hc/LCD/PD/TEC.html on JWICS.

DIA and command collaboration on learning will continue to grow as we jointly develop common solutions to learning requirements. The DIA-Command Learning Summit, which was held in the National Capital Region in February, enabled the DIA-command learning enterprise to establish closer working relationships; clarify roles and responsibilities; develop prioritized sets of common requirements, both learning and resource; and foster better communication paths.

Bull's-Eye!

Creating an analytic enterprise that knows the target, understands the CUSTOMER

By Yvette C. Wooley, DI

The JIC/JAC MIP Implementation Study (JMIS) Analytic Enterprise Working Group (AEWG) has been increasingly active during the past year — aware that analysis is the cornerstone of the defense intelligence enterprise. AEWG greatly benefited from our prior partnership under the Defense Intelligence Analysis Program (DIAP), which establishes policies, procedures, responsibilities and levels of effort for defense intelligence to provide timely, objective and cogent military intelligence to warfighters, defense planners and national security policymakers.

The AEWG was launched via video teleconference in January 2007. The chief of the Directorate for Analysis Community Enterprise Operations Office (DI-CEO) chaired the meeting on behalf of DI's Functional Manager for Analysis (FM/A). From its inception, AEWG was guided by the JMIS Implementation Plan, the National Intelligence Strategy (NIS) and the National Intelligence Priorities Framework (NIPF), which significantly influence intelligence priorities within the analytic enterprise. In order to nurture the defense intelligence analytic enterprise, FM/A, in cooperation with the combatant commands and the Directorate for Human Capital (HC), developed an implementation plan with a series of assumptions:

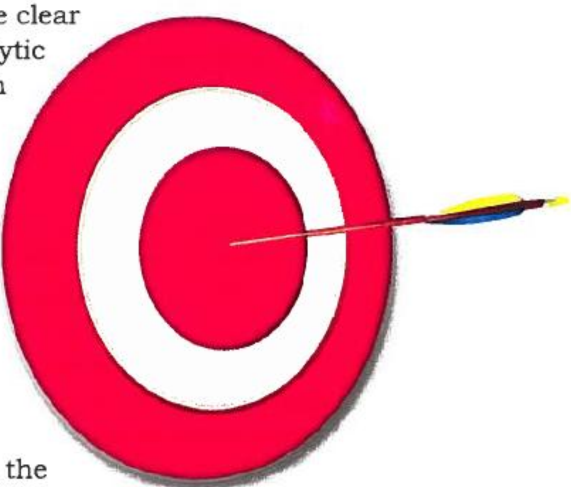
- Analytic qualifications required at the combatant commands are not entirely the same as those required at DIA.
- Combatant commands may have already examined, at some level, establishing/setting analytic qualification and training standards.
- Combatant commands likely feel a strong sense of ownership for any

work they have done on training, competencies and tools.

- DI's training plan, in collaboration with the Office of Strategic HC Management, offers a starting point when drafting analytic standards.
- HC will determine and work issues associated with implementation and enforcement of training and competency standards. FM/A will work issues associated with information technology requirements and analytic priorities.
- NIPF must influence intelligence priorities within the analytic enterprise.

AEWG reached consensus on key tasks associated with fostering an analytic enterprise: ensuring FM/A had the authority to advocate for the DIA-MIP community; creating a way to document and prioritize functional requirements for analytic tools across the enterprise; and implementing a process to include command priorities into a defense intelligence priority framework. By implementing the plan immediately, AEWG reinforced the need for regular consultation not only with the combatant commands, but also with key DIA stakeholders.

One of the first acts of the AEWG chair was to designate the Office for Learning and Career Development (HCL) as co-chair, owing to the clear need to align analytic competencies with a viable training model.



Collaboration with the DI Research Director Office (DI-RD) contributed to two milestones achieved in 2007; the working group achieved consensus on the competency model "Analysis and Integration," and a training model. AEWG also discussed Office of the Director of National Intelligence and DI-based analytic standards and the value of performance management, along with FM/A's core performance metrics.

During 2008 AEWG will collaborate with the DIAP community as it unveils a strategic roadmap that looks ahead 18 to 24 months for specific ways to improve the overall defense intelligence analytic community. DI, HCL and the general intelligence training staff are studying how best to deliver training across the enterprise.

U.S. Joint Forces Command

Mission: Provides mission-ready, joint-capable forces, and supports the development and integration of joint, interagency and multinational capabilities to meet the present and future operational needs.

Location: Norfolk, Va.

Director of Intelligence: CAPT Robert V. Hoppa

Area of Responsibility: Global

As the enterprise matures, DIA must be ready to create an interoperable analytic intelligence work force through robust standards and advanced training and tools. However this end-state will require constant and seamless cooperation with HCL and the combatant commands. As we go forward, we need to better define pay-for-performance models. We must further ensure plan flexibility to accommodate, for example, the full stand-up of the U.S. Africa Command and the implications of possible rebalancing of intelligence resources around the combatant commands.

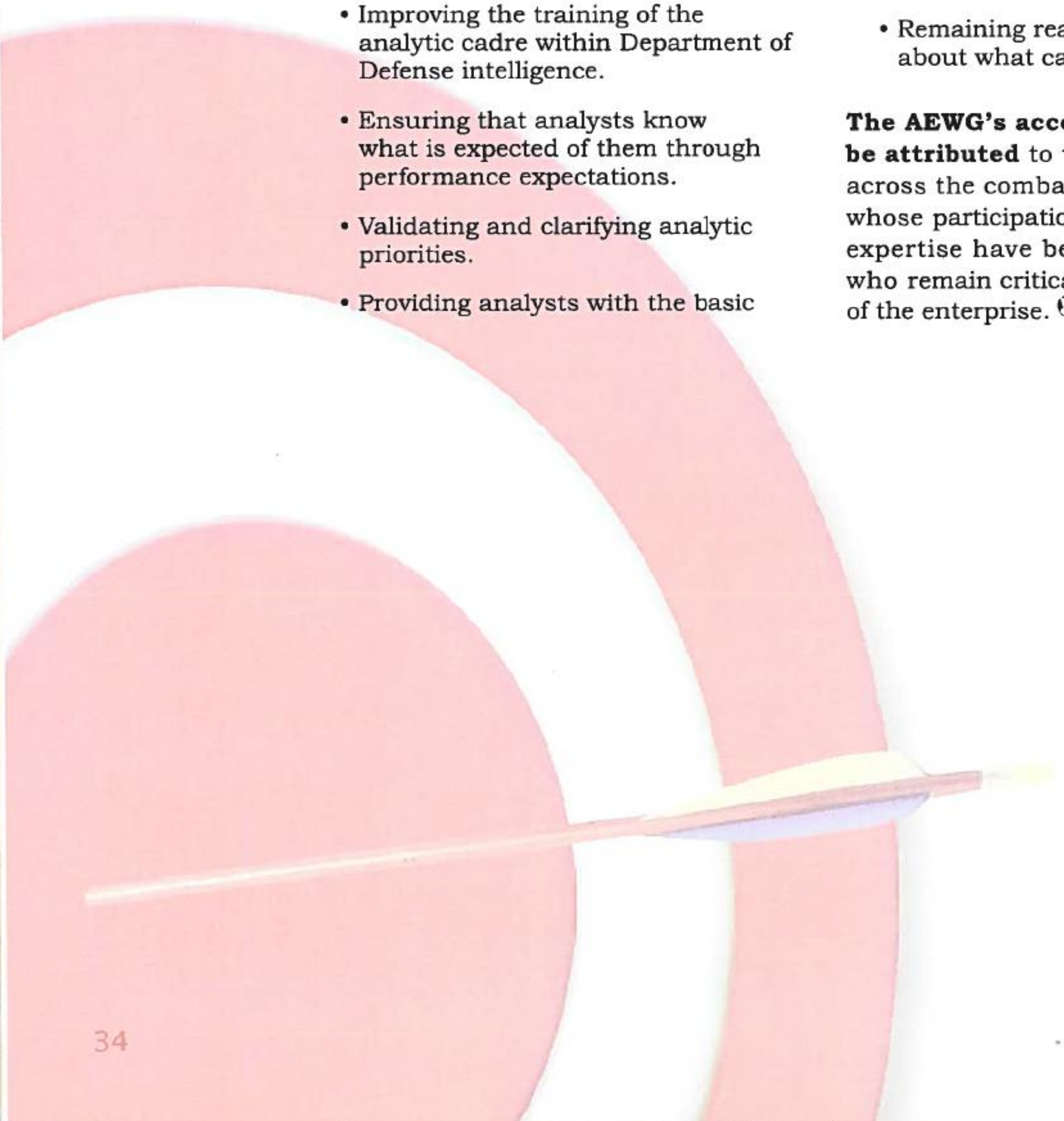
This year AEWG will concentrate on the following areas in line with FM/A objectives:

- Improving the training of the analytic cadre within Department of Defense intelligence.
- Ensuring that analysts know what is expected of them through performance expectations.
- Validating and clarifying analytic priorities.
- Providing analysts with the basic tools necessary to perform at optimum levels.
- Achieving consensus on the strategic roadmap for the analytic enterprise.
- Regularly communicating with the undersecretary of defense for intelligence on key events and developments.

Based on lessons learned, the AEWG's strategy for its next phase includes:

- Conducting effective information exchange and consulting regularly with commands to obtain feedback and ideas on how to proceed.
- Convening more face-to-face engagements on key issues such as analytic standards.
- Remaining realistic and positive about what can be done.

The AEWG's accomplishments can be attributed to the analytic elements across the combatant commands whose participation, time and expertise have been invaluable and who remain critical to the future success of the enterprise.



An ACQUISITION STRATEGY for JMIS

By the Office of the Acquisition Executive, AE

During the past two years the Office of the Acquisition Executive (AE) has actively supported the JIC/JAC MIP Implementation Study (JMIS) effort through the development and execution of an overarching acquisition and procurement strategy. The strategy was created after performing a comprehensive study to fully characterize the procurement posture at each combatant command. The strategy defines methodologies, as well as staffing needs, to support five critical acquisition focus areas: contracting; contracting officer representative training; acquisition work force education; federally funded research and development; and micro-purchasing, i.e., government purchase cards.

Contracting

Historically, contracting support to each command comes from a wide variety of sources across the globe. Some commands rely on local contracting officer support, while others make extensive use of military interdepartmental purchase request actions to satisfy their contracting needs. The number, value and type of contracts are as varied as the contracting methods. With an understanding of these challenges, the general strategy is to incrementally assume contracting support one contract at a time based on the individual needs of the customer/effort. Contracts that are deemed "broken" by the customer are being assumed in the near term. Likewise, contracts that are nearing end of life will be assumed time coincident with that period of performance.

To improve the efficiency of our contracting process AE is leveraging the recently awarded Solutions for Intelligence Analysis (SIA) contract to satisfy JMIS needs. This vehicle provides a streamlined mechanism to compete requirements among eight prime contractors for analytical and related support services

U.S. Special Operations Command

Mission: Provides fully capable Special Operations Forces to defend the U.S. and its interests. SOCOM will plan and synchronize operations against terrorist networks.

Location: Tampa, Fla.

Director of Intelligence: Konrad J. Troutman

Area of Responsibility: Global

efforts. The SIA vehicle was awarded as an indefinite delivery — indefinite quantity contract and is composed of multiple contractor teams. The successful SIA awardees — CACI, BAE, Concurrent Technologies Corp., L3 Communications, SRA, BAH, Northrop Grumman and SAIC — have the capability to support the full range of enterprise-wide intelligence initiatives as outlined in the statement of objectives. In January AE augmented the Directorate for Analysis (DI)-managed SIA program office with additional staff to help with JMIS efforts.

Contracting Officer Representative Training

Proper training of our contracting officer representative (COR) work force is a critical part of competent contract oversight and administration. As part of the JMIS transition, AE also implemented a new COR training strategy, which includes a tailored curriculum targeted for the DIA environment. The COR program manager briefed and disseminated information on the DIA COR training requirements, along with a targeted timeline for completion. As CORs complete the required training, they are added to the agency COR database and will have a certification management profile within eZHR so they may be formally named as a COR for a DIA-awarded contract.

Defense Acquisition Workforce Improvement Act

The Defense Acquisition Workforce Improvement Act (DAWIA) requires the secretary of defense, acting through the undersecretary of defense for acquisition, technology and logistics, to establish education and training standards, requirements and courses for the civilian and military acquisition work force. The requirements are based on the complexities of the job and are listed in Department of Defense (DOD) 5000.52, "Defense Acquisition, Technology and Logistics Workforce Education, Training and Career Development Program." The Defense Acquisition University is the body that grants these certifications and provides the education, experience and training required for completion, and AE actively manages and coordinates the DAWIA certification of its DIA acquisition personnel. Last spring the AE DAWIA program coordinator briefed the commands on all aspects of DAWIA, and provided certification packets for their understanding of subsequent inclusion in the DIA DAWIA program.

Federally Funded Research and Development Centers

Another element of the JMIS transition is the consolidation of requirements for the Federally Funded Research and Development Centers (FFRDCs) Program support under DIA. The ten DOD-established FFRDCs, including MITRE, Aerospace, Center for Naval Analyses, Institute for Defense Analyses, RAND-NDRI, Lincoln Laboratory and Software Engineering Institute, are a highly visible, controlled resource for specific expertise. A comprehensive identification and discovery process was completed to identify every man-year of FFRDC support for every site. An important distinction was made during this process to ensure only requirements actually funded by DIA, or suballocated, were included. Any DOD FFRDC requirements still funded by other sources, e.g., the combatant command's service, had to also be identified, but they remain the responsibility of that source.

Working through the JMIS team, support requirements and phasing were identified, an implementation plan was developed, and AE initiated the contract modification needed and worked out the responsibilities with the Office of the Secretary of Defense (OSD) Program Management Office. AE includes these requirements in the annual projections to OSD, the Office of the Director of National Intelligence and Congress, and remains

responsible as the National Intelligence Program/General Defense Intelligence Program and DIA Military Intelligence Program FFRDC coordinator for certifying they are within the respective programs.

Government Purchase Cards

In the first quarter of fiscal year 2007, AE completed an analysis of government purchase card (GPC) use across all commands. At that time, a decision was made not to reissue cards for the Phase I commands for fiscal year 2008 because of the relatively high risk associated with the fielding of several important and supporting business systems. Instead, cardholders at the commands continued with their current processes for fiscal year 2008. AE is currently reassessing GPC usage and the existing command processes to ensure appropriate card oversight. Four alternative processes are being explored with a final recommendation to be completed by the end of the third quarter of fiscal year 2008. AE GPC teams have been working closely with card holders and approving officials to catch up on mandatory refresher training.

AE will continue to work with the Phase II combatant commands to ensure all acquisition needs are met.

Bringing 'IT' ALL TOGETHER

By Johnny L. President and Tiffeney I. Johnson, DS

In 2006 DIA was tasked with conducting the JIC/JAC MIP Implementation Study (JMIS) to develop options for the transition of Joint Intelligence Center/Joint Analysis Center assets to the DIA Military Intelligence Program (MIP). In August 2006 the study was completed and published; this past October implementation of JMIS and the transition of combatant command intelligence assets to the DIA MIP began.

The Directorate for Information Management and Chief Information Officer (DS) played, and continues to play, a significant role in the JMIS implementation. In collaboration with the directorates for Human Capital (HC) and Mission Services (DA), the Office of the Chief Financial Executive (FE) and others, DS ensured that the new employees transitioning had the appropriate accesses to and instruction for eZHR, JIVU, PRESS and other applications needed to accomplish required actions like timecards, appraisals, training, property accountability, purchasing, budgeting, accounting and funding. This collaborative effort facilitated the near-seamless deployment of DIA's corporate business applications to new DIA employees.

With the implementation of JMIS, and the DoDIIS Way Ahead transition in October 2006, standardized and repeatable enterprise processes have now been adopted to ensure the continual, uninterrupted delivery of information technology (IT) services and operations. This will enable DIA to begin reinvesting IT resources that were once used to support monolithic, site-unique infrastructure, data and tools into the development of new mission capabilities.

DS continues to work hand-in-hand with the Associate Deputy Director's Office (ADD) to evaluate lessons learned and to provide more innovative solutions for the challenges that lie ahead.

PROFILES

The Communiqué Staff interviewed some of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Mike T. Soper

Photo submitted by DA

How long have you been with DIA, and where have you worked within the agency?

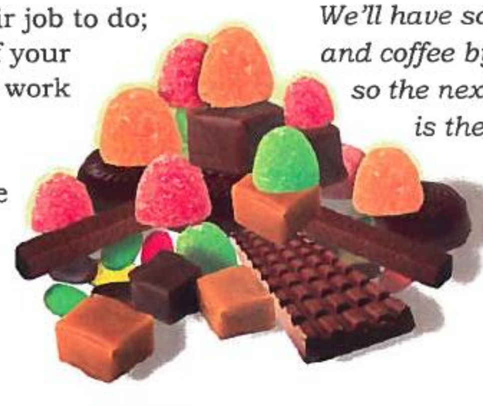
I have been with DIA since 1979 in printing and acquisition — under office symbols too numerous to recap. If you are native to this area, you know that this is a company town. I am a fourth-generation federal employee; my oldest son makes five. My mother, wife and next-door neighbor all worked for DIA.

What are your fondest memories with the agency?

My fondest memories are of the print shop in the B Building at Arlington Hall. Even though the building was falling apart, Ed Woody was a wonderful supervisor, and using trade skills was more interesting than software-application skills. All of my co-workers added their steps to the product and their personalities to the mix.

What lessons did you learn throughout your career that you would pass on to others?

Don't be defensive. We spend dollars to account for the expenditure of nickels, but this is nothing new. Others have their role to play, their job to do; consider them part of your team. Believe in your work and the value of your product. Resist rigid formatting. Let people surprise you with their own approach.



What would you consider to be your greatest contribution to DIA?

I came to DIA to print books. Production was the most fun, and acquisition was nearly impossible, but I persisted. It helps to enjoy people and provide some of the social glue.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The transition from analog to digital is only technically interesting. So far, it has changed the user interface, not the end result. Twenty years ago we had 400 publications a year, some were encyclopedic; today we have 4,000 titles a year — daily products that are more perishable. Our big reference works now reside in databases, and users print the pages they need. The bigger changes are legislative, many aimed at downsizing the federal government or consolidating its parts.

Do you have any final words of wisdom you would like to share before you part from DIA?

Wisdom? No, but I would like to say goodbye with an excerpt from a poem I wrote:

To the Big Rock Candy Mountain
we will go when we retire.
The bosses don't sent e-mail there,
so our hair won't be on fire.
We'll have scrapple with our donuts,
and coffee by the pot,
so the next deadline I'm gonna see
is the pall bearers who will carry me
to my cubicle in the cemetery
on the Big Rock Candy
Mountain.

David L. Church

How long have you been with DIA, and where have you worked within the agency?

In March 1991 the secretary of defense approved a plan for restructuring defense intelligence, which included a consolidation of all service human intelligence (HUMINT) into DIA for the purpose of centralized management. A senior Army officer and I were attached to DIA on Nov. 1, 1992, to assist in the implementation of this plan, which culminated with the standup of the Defense HUMINT Service on Oct. 1, 1996.

My intelligence career started in the 1969/70 timeframe while on active duty with the Army. I underwent HUMINT training in 1971 and since then have been involved in either HUMINT collection operations or HUMINT collection requirements management.

What are your fondest memories with the agency?

I have many memories, but there are three that standout. First was how the leadership and collectors in the Directorate for Human Intelligence (DH) responded to the events of Sept. 11. Just as the nation was caught by surprise by the cowardly act of terrorism, the Department of Defense (DOD) HUMINT community was also caught short of collectors to support the military commander on the ground. DH without hesitation not only provided collectors, but initiated their own training programs in order to better support the tactical commander on the battlefield with a critical HUMINT capability.

Photo by Monica Y. Tullos, DH

Second, while serving as the senior intelligence officer in the DH Sub-Sahara Africa Division (DHO-7), I was involved in the identification of a suspected foreign terrorist in the U.S. With the help of the FBI and other law enforcement officials, the individual was located and placed in jail within 48 hours. As it turned out, the individual was not a terrorist, but was deported for other reasons. This was teamwork at its best.

Lastly, in January 1981, I was one of four Army collectors selected to participate in the debriefing of several of the 66 Americans who were held hostage by the Iranians for 444 days. Both individuals I debriefed were thankful for the opportunity to talk with members of the intelligence community (IC) and stated they just wished the debriefings could have been sooner. After this experience, I am convinced that a sense of humor by several of the hostages played a role in helping some of the others make it through the ordeal.

What lessons did you learn throughout your career that you would pass on to others?

Many collectors ask me how they would know when to report information. I tell them to never hesitate reporting if they thought the information could be used by a commander on the battlefield to save a soldier's life.

Only the collector and source know what is said during a one-on-one debrief — report what is said, not what you think the source said. If the source is not sure something will or did happen and you still want to report the information, use the words "possible or probable"; it will save you a lot of clean up work.

Unless time is of the essence for your report, set it aside for one day and take a fresh look at it the next day — you will be surprised how many changes for the better you will make.

Learn to compromise — 70 percent of something is better than 100 percent of nothing. Don't burn any bridges, particularly if you are standing on one of them.

What would you consider to be your greatest contribution to DIA?

During the first part of my assignment here, I had the distinct honor of working with a team of HUMINT personnel from the services and DIA to rewrite the current HUMINT manuals. The DOD HUMINT community still conducts collection operations and requirements management with these manuals today.

In 2005 I was asked to assist in the hiring process of civilian HUMINT personnel for a special operating base (OB) with the mission of providing direct HUMINT support to military operations around the globe at a moment's notice. Recognizing the fact that collectors and other selected personnel had to be physically fit in order to provide the needed support, with the Directorate for Human Capital (HC), we had approved the first policy in DOD requiring HUMINT civilians to undergo a physical training, swim and medical test prior to being assigned to the OB.

As I close out my career, my current assignment as a liaison officer with the Defense HUMINT Management Office (DHMO) somehow got me involved in the rewrite of the HUMINT manuals. These will be published after I retire, but hopefully my experience and understanding of collection management will have contributed to providing guidance for the future.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

In the 40 years that I have been involved in the intelligence field, the advancement of new technology has been our biggest change. Early in my career I can remember my first report being prepared on a manual typewriter.

Extra copies were made using carbon sheets, but usually no more than four. Distribution of the report was either by courier or registered mail. Photo enclosures required black and white film because it was easier to make copies and less costly. If the roll of film contained 36 exposures, 17 of them had to be used before the film could be developed, no exceptions.

Relief really came in the early 1980s with the use of the newly invented word processor — remember the Wang — and secure phones. Technology for HUMINT seemed to explode from the late 1980s into the 1990s with the use of e-mail and computers; reporting became real time to include those reports with enclosures.

I just wonder what the future will bring ... will we be able to "hear" what an individual is thinking?

Do you have any final words of wisdom you would like to share before you part from DIA?

For those that have entered the HUMINT field since Sept. 11, be patient. HUMINT is like wine, the more time you spend in it the better you get.

Everyone cannot be right or wrong, but everyone can be on the team.

As you go throughout your HUMINT career, you will learn that the most important skill you need to develop will be to listen.

As one of my esteemed colleagues says when he signs his signature block, the IC needs to be "one team, one fight, but not with each other."

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in December 2007 & January 2008

By the Office of Human Resources, HC

Civilian Retirements

Rod A. Alonso, J2
Sandra M. Bereitschaft, DA
Jean P. Carlino, CS
Jesus J. Castruita III, DA
Alejandro Concharodriguez, DH
Douglas N. Cruickshank, DI
Ross Dzwonczyk, DI
Thomas L. Foster, DS
Sylvanita F. Hendricks, DA
Patricia A. Johnson, DI
Brian S. Kinsey, DA
Ronald F. Krueger, DI
Paul F. Langley, DT
Jerome J. Makowka, DS
Carry G. Morgan, DH
Elaine D. Morthorst, DI
Carlton D. Peoples, DA
Harry M. Pittman, DA
Michele O. Platt, FE
John W. Porter, DI
George B. Reddon, DT
Catherine R. Smith, HC
Michael T. Soper, DA
Robert D. Street, DI
Oren Swain Jr., DH
John Tartella, DJ
Marvin G. Taylor, DA
Russell P. Vaughan, DI
Mark V. Weisenbloom, MC
Grace A. Wilkins, DH
John C. Winter Jr., DI
Dorothy M. Wright, IG

Employees Celebrating 40 Years Federal Service

Franklin J. Fishbaugh, DA
Henry S. Shields, DI

Employees Celebrating 35 Years Federal Service

George W. Dyess II, DI
Linda A. Fagan, FE
Georgiana M. Green, DH
Deborah A. Johnson-Harris, HC
Joseph F. Jozwiak, DS
Thomas L. Kirkland, DI
John M. Ward Jr., DA

Employees Celebrating 30 Years Federal Service

Robert K. Baumler, DA
Elston J. Howard, DS
Wolfgang M. Maier, DH
David L. Morris, DS
Christopher J. Smith, DI
William H. Timmermann, DI
Angela P. Tisdale, DA
Rickey L. Williams, DI

Employees Celebrating 25 Years Federal Service

Michael J. Barry, J2
Shelia G. Calvert, DI
Larry E. Cartwright, DI
Jeffrey A. Claxton, DI
Jordan B. Davis, FE
James P. Doperalski, DI
James Feagan, DI
Jicky C. Ferrer, DS
George M. Ferris, DI
Mary D. Gower, FE
Robin M. Gray, GC
Brian C. Hufker, DI
Stephen J. Kerda, MC
Lois A. King, HC
David K. Layman, DH
Andrew Ollivett, DH
Traci A. Peterson, DI
Rachel L. Pierce, DA
Donna R. Tignor, DI
Michael D. Yelverton, DT
Michael O. York, DS
Karen M. Zelibor, J2

Employees Celebrating 20 Years Federal Service

Daniel Alexander, DA
Lisa M. Benedetti, DS
Cecil A. Boozer, DH
Mark A. Cormier, DS
Rhonda M. Cummings, HC
Richard M. Garrison, DS
Charles R. Grauze, IG
John B. Harris, HC
Joan M. Hermeyer, DA
Deborah A. Johnston, DT
Patrick J. Jones, J2
Thomas I. Judkins, DA
Margaret A. McCloskey, DS
Carl F. Meyer Jr., DA
Wayne A. Montgomery, DI
Darren R. Muramoto, DH
Lynn A. Nicholson, DI
Jas Pfrang, DH
Dale R. Ross, DH
Raven B. Umipeg, HC

Employees Celebrating 15 Years Federal Service

David J. Abram, DI
Leonardo Aguirre-Echevarria, DS
James S. Baker, DA
David S. Born, DI
Brian H. Brown, DI
Jessica M. Carman, DI
Dionisio A. De Leon III, DI

Darin L. Dropinski, DH
Tonia B. Garretson, J2
Vicky J. Groesbeck, DA
Theodore E. King Jr., DS
Wolfgang R. Kuhn, DS
Martin J. Lindenmayer, DT
Francis J. Majdak, DH
Vincent D. Mallardi Jr., DI
Maria A. Marengo, DA
Brian K. McAdams, DI
Terrence S. McCall, DS
John A. Nemeth Jr., CP
Mesa T. Niravanh, DA
Sutton T. Nopton, DH
Grant M. Schneider, DS
Marie L. Souza, DH
Kolleen A. Yacoub, DH

Employees Celebrating 10 Years Federal Service

Donald E. Adcock, DS
Melanie J. Beatty, HC
Marcus A. Bembenista, DA
Daniel D. Coates, DA
Richard Courtney, DH
Michelle D. Crouch, DA
Alan C. Daniels, DI
Madison D. Davis, HC
Richard N. Dermott, IG
Joseph D. Disalvo Jr., DS
Deems S. Emmer, DI
Warren A. Epes, DA
G. Keith Finan III, DI
Jericho J. Guzman, DA
Corrina M. Hamill, DA
Biren E. Johnson, FE
Roy S. Korona, DH
Meng Lee, DI
Courtney T. Liggins, HC
Rhoi M. Maney, DI
Sherri L. McFarland, MC
Mictrena J. Mickel, DS
James V. Nardone, IE
Michael S. Oswald, DI
Timothy H. Pipes, DS
Sally L. Powers, DA
Melissa F. Puskar, DS
Brian H. Robinson, DH
Nicola J. Soares, DH
Erick D. Speight, DI
Lisa A. Sweeney, DI
Christian R. Tress, DH
Joseph W. Trotter, DH
Kevin W. Vasquez, DA
Donnell J. Wiggins, HC

DIA Promotion to DISES

John D. Davis, DA

DIA Promotions to DISL

William C. Clark, DH
Mary T. Goodwin, FE
John S. Gore, DI
William M. Pierson III, DH

DIA Promotions to GG-15

Stefan Arredondo, DH
Alice K. Knowall, DH
Patsy S. Lewis, FE
Dennis B. Shepard, DA
Sheila B. Slaughter, DI
Anthony M. Vitko, DH

DIA Promotions to GG-14

Gary S. Allo Jr., DT
Shari J. Baruth, CS
Victoria D. Bebchick, DH
Randolph N. Bennett, DA
Pamela T. Brown, DH
Tina E. Cannon, HC
Jeffrey A. Carty, IG
Kathi G. Cradduck, HC
Gregory B. Elder, DI
Thelma Flamer, MC
Walter L. Frith Jr., DI
Garland A. Galway, AE
Eduardo Gomez, DI
Timothy M. Hembrick, DH
Kim R. Hendricks, CE
Kevin L. Kenney, DA
Larry W. Lipscomb, HC
Dennis C. Machinya, DH
James M. Martin, DA
Brian E. Mowbray, DI
Jayme E. Rowland, DI
Karen A. Ruster, DI
Valiant F. Tsang, HC
Laura S. Wong, DI

DIA Promotions to GG-13

John D. Anderson, DI
Debra J. Armentrout, CP
Juan F. Ayala, DA
Adam R. Banner, DI
Emily K. Binder, DI
Kathryn B. Boccaccio, DA
Gabriella Broder, DI
David P. Brumbaugh, DI
Amy M. Campbell, DI
Jennifer A. Canty, DI
Robert A. Cardona, DA
Aracelie L. Castro, FE
Scott L. Collins, DA
Kamilah I. Cornelius, DI
Ryan M. Dixon, DI
John P. Dombroski, DI
Mark D. Emory, FE
James W. Foreman Jr., DA
Mark S. Garcia, DH
Alexandria E. Gardner, DH
Donald D. Giannangeli III, DI
Ginny M. Gregg, FE
Amber K. Griffin, DS
Lindy L. Gunderson, DI
April M. Hodges, CS
Nam V. Huynh, DH
Beth A. Inglis, DA
Sinkyung Kim, DI
Stacy L. Kupcheni, DI
Craig C. Lipman, DI
Teresa A. Love, DI
Dana N. Matthews, HC
Genelle S. Mattox, FE
Brody G. Mcdowell, DH
Danielle T. McGehee, DH
Jennifer Metroka, DI
Kemper Mills V, DA
Stephanie R. Myers, DH
Timothy P. Nelson, DA
Kevin M. Phelps, DI
Nicholas Reddig, DI
Patrick E. Sinaguinan, DI
Jennifer L. Stanley, DI
Erin L. Valocsik, DI
Robert D. Van Hooser, DI
Sherman R. Wiggin II, DI
Lyle D. Wilson, DH
Mark E. Wise, HC
Thomas F. Woods III, DI
Michael Yerushalmi, DI
Louise F. Young, FE

DIA Promotions to GG-12

Roderic W. Baker, DI
Nancy J. Baugh, AE
Tara L. Baumgartner, DA

Sophia G. Bernard, DH
Alec B. Brenner, DH
Terrence E. Bishop, DH
Elizabeth S. Cantillo, DJ
Deborah Chambers, DS
Bryan Colvin, HC
Zona M. Craig, J2
Cameron K. Dempsey, DH
Anisha Dewan, DI
Vanessa A. Farrow, DH
Alayna S. Fitzgerald, DH
Ashly S. Flint, DS
Cassidy J. Ginivan, IG
Jeffrey W. Greene, DA
Jason C. Haddix, DS
Joan C. Hampton, DH
Blain J. Hanson, DH
Daniel T. Jackson, DH
Vaughn W. Jacobs, DH
Jennifer P. Jones, DI
Phillip T. Kelly, DH
Jocelyn D. Knight, DI
Joshua H. Kwicinski, DI
Savannah A. Lang, DH
Jonathan P. Levine, DI
Catherine T. McMahon, DS
Rubin Melton, IG
Kenneth D. Metzler, DS
Norma R. Moreno, DH
Suzanne M. Moret, DJ
Angelia K. Oliver, HC
Joaquin C. Orlando, DH
Tracey Owens, IG
Ellen F. Peterson, DI
Kevin J. Riley, DA
Robin M. Rouse, DH
Daniel L. Rutherford, DH
Dennis W. Shannon, DH
Raquel K. Shatner, DH
Daniel M. Sivecz, IG
Jeffrey A. Spence, IG
Jonah A. Victor, DI
Lorenzo Winfrey, DS

DIA Promotions to GG-11

Luke T. Armerding, DI
Derek J. Child, DA
Rebecca A. Coles, DH
Michael P. de la Fuente, DI
Lucille G. Dillon, DH
Karen E. Dowling, DI
Abby K. Gambrel, DI
Jordana C. Girten, DI
Christine L. Hall, HC
Tenekia L. Harris, DI
Lolita R. Homer, J2
Jasmine J. Hughes, HC
Lisa Ann M. Intelicato, DI
Jeremiah J. Johnson, DI
Francis E. Kelly IV, DI
Bronte R. Keyes, DA
Charles R. Lea, DI
Elizabeth M. Mannan, FE
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
Nancy P. Megas, FE
Francis M. Mota, DH
Scott A. Norris, DI
Richard D. Owoh, DA
Brian L. Padgett, DI
Marilou Pierson, HC
Tim S. Pappa, DI
Erik R. Quam, DI
Maurice J. Robinson, DH
Maria Roman, DI
Oubai M. Shahbandar, DI
Benson J. Stclair, DH
Rahdika Sud, DI
Dorothy C. Waltz, DH

DIA Promotions to GG-10

Donna M. Albert, FE
Brandon M. Baumbach, DA
Alena M. Betchley, DI
Brandon L. Carlson, DS
Jeffrey Chen, DI
Donna J. Conti, DI
Joyce I. Dyson, HC
Johnnise C. Etheredge, FE
Dylan Fisher, DI
Trey D. Fisken, DH
Riley C. Freelove, DI
Benson A. Gaige, DH
David L. Hutchins, FE
Nadeem Iqbal, DI
Leigh A. Johnson, DA
Steven D. Maxwell, DH
Sheila McCullough, DI
Brody G. Mcdowell, DH
Parker J. Mcmillian, DH
ZacLyn V. Miller, DI
Kristy M. Nottingham, DI
Jennifer Oxley, DS
Michael Pianpiano, DA
Trina R. Powell, DI
Taylor W. Quinn, DH
Aidan K. Ramsey, DH
Robert A. Rosado, DI
Jodie D. Rosenbloom, DI
Emily D. Schmidt, DH
Mary J. Smith, DI
Brendan M. Staley, DI
Andrea K. Staranowicz, FE
Katherine R. Walters, DI
Derek T. Wardell, DH
Jasmine C. Witherspoon, DH
Gary P. Wolfe II, DI
Peter B. Yemc, DI

DIA Promotions to GG-09

Thomas K. Baker, DI
Aaron Bethea, IE
Jarod L. Bullock, DI
Vicki L. Cousino, IE
Jill Curtis, DI
Jessica N. Deckard, DH
Jason L. Ellis, DI
Ethan A. Fallon, DH
Benjamin W. Golze, DI
Ryan A. Koscianski, DI
Melissa A. Latham, DI
Megan R. Linthicum, DA
Claude L. Martin, DH
Rachel V. Patton, DI
Trent D. Stokes, DH
Leisa M. Swindle, DI
Sharon E. Tarleton, HC
Chasen Thoennes, DI
Christopher J. Wright, DI
Stanley Yau, J2

DIA Promotions to GG-08

Griffin P. Daniels, DH
Jessica A. Eidson, DI
Megan E. Gooch, FE
Peyton E. Landrow, DH
Mary A. Mazzei, DA
Christopher R. Quante, FE
Brent H. Sampson, DH
Dana S. Young, DA

DIA Promotions to GG-07

Patrice C. Byer, DA
David B. Springer, DH

Army Promotions

COL Antonio Chow, DH
LTC Thomas F. Collette, DH
LTC Michael N. Davis, HC
LTC Jennifer Kimmey, DH
LTC Aaron L. Larsen, DI
LTC Darren D. Lynn, DI
LTC Robert L. McGhee, DH
LTC Christopher B. Pultz, DH
LTC Christian Ramthun, DH
LTC Michael Varuolo, DH
MAJ Barclay R. Adams, DI
MAJ William T. Ownby, DI
CW3 Sheila Horgan, DH
MSG Larry Craven, DH
SFC Michael P. Daves, DS
SFC Kevin Hendrickson, DH
SFC Brian Mann, DS
SSG Chad M. Atkinson, DH
SSG Erica Busnelli, DI
SSG Nicholas W. Coyle, DJ
SSG Lindsay J. Denford, DI
SSG Joseph M. Dolan, DS
SSG Joann M. Rager, HC
SGT James P. Dunn, DS

Marine Corps Promotion

Maj Brian A. Dixon, DH

Air Force Promotions

Lt Col Anthony J. Ajello Jr., J2
Lt Col Andrew S. McCoy, DH
CMSgt Robert Shepard, DH
MSgt Stephen M. Bahurinsky, DS

Navy Promotions

CAPT Reggie Carpenter, DH
LCDR David C. Schneeberger, J2

A higher form of communication.

InterCOMM

View the latest edition on the DIA Internal Communications Web page.

on the HORIZON

events for APRIL & MAY 2008

April

April 1 April Fool's Day

April 2 – 3 Vendor Fair, 10 a.m. to 2 p.m., DIAC

April 4 EAP Relationship Strategies Class, 8 a.m., DIAC K118, register in eZHR

April 9 FEW chapter meeting, 11:30 a.m., DIAC B4-142

April 10 Communications Board meeting, noon, Pentagon

April 11 Toastmasters Area 52 International Level Speech Contest, 6 p.m., DIAC Conference Center, Side A

April 13 – 19 National Library Week

April 15 Income Tax Day

April 15 Has Sheets Vendor Fair, 10 a.m. to 2 p.m., DIAC

April 16 – 17 Jewelry & BJ's Wholesale Club Vendor Fair, 9:30 a.m. to 1:30 p.m., Clarendon

April 22 Earth Day

April 22 CWF Volunteer Appreciation, noon, DIAC location TBD

April 23 Administrative Professional's Day

April 24 National Take Our Daughters and Sons to Work Day

April 24 CWF Council Meeting, 9 a.m., DIAC B5-130

April 27 – May 3 National Volunteer Week

April 29 Crossing Boundaries, noon, Tighe Auditorium

April 30 Recognition of Excellence, 2 p.m., Tighe Auditorium

May

Asian-Pacific American Heritage Month

May 1 Clarendon Ice Cream Social, 11 a.m., lobby

May 2 Holocaust Remembrance Day

May 4-7 Public Service Recognition Week, open to the public, on the Mall

Cinco De Mayo!

May 5 Cinco de Mayo

May 6 Crystal Park Ice Cream Social, 11 a.m., 4th Floor

May 8 DIAC Ice Cream Social, 11 a.m., cafeteria

May 8 Communications Board meeting, 11:30 a.m., DIAC

May 11 Mother's Day

May 12 – 15 IC-wide GEOINT Search Conference, HIAC, register by April 25, http://www.intelink.ic.gov/wiki/GEOINT_Search_Conference_2008

May 13 DLOC Ice Cream Social & BJ's Wholesale Club, 11 a.m., cafeteria

May 14 BJ's Wholesale Club, 11 a.m., Clarendon lobby

May 14 FEW chapter meeting, 11:30 a.m., DIAC B4-142

May 17 Armed Forces Day

May 21 CWF/MWR Spring Golf Tournament, 2 p.m., Andrews AFB East Course

May 26 Memorial Day

May 29 CWF Council Meeting, 9 a.m., DIAC B5-130

May 29 Crossing Boundaries, noon, Tighe Auditorium

May 29 Recognition of Excellence, 2 p.m., Tighe Auditorium

May 30 Final Appraisals due to HC

For further information or updates concerning these events, please refer to the Internal Communications Web site.

UNITED STATES INTELLIGENCE COMMUNITY

500 DAY PLAN

INTEGRATION AND COLLABORATION

1. Create a Culture of Collaboration
2. Accelerate Information Sharing
3. Foster Collection and Analytic Transformation
4. Build Acquisition Excellence and Technology Leadership
5. Modernize Business Practices
6. Clarify and Align DNI's Authorities

We know what must be done …
NOW is the time to do it.